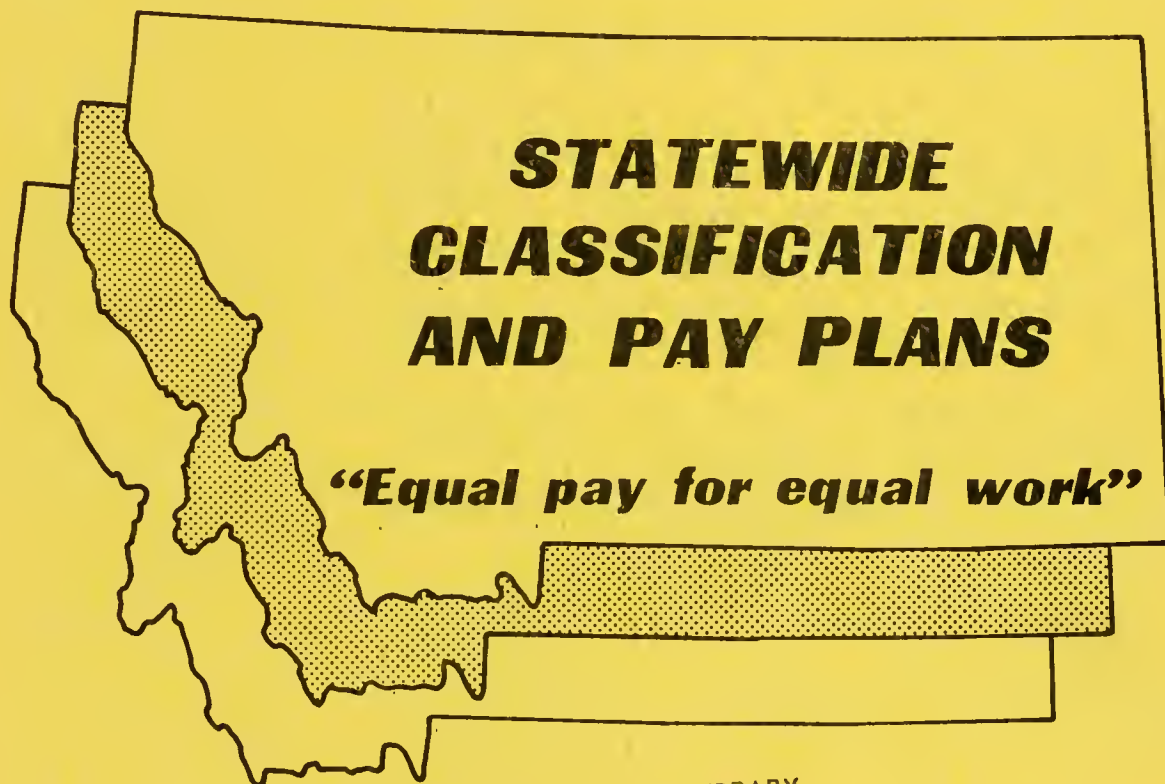


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**A DEPARTMENT OF ADMINISTRATION
REPORT TO:**

Governor Thomas L. Judge



STATE OF MONTANA
THOMAS L. JUDGE
GOVERNOR

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DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION
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THOMAS L. JUDGE, Governor

DOYLE B. SAXBY, Director

November 15, 1974

The Honorable Thomas L. Judge
Governor, State of Montana
State Capitol
Helena, Montana 59601

Dear Governor Judge:

It is with great pleasure that I present you with this report on the proposed "Statewide Classification and Pay Plans" for the Montana State employees. This report was prepared in compliance with the legislation enacted by the the 1973 Legislature, which authorized the Department of Administration to develop, implement and maintain a personnel classification system for most State employees and to develop a pay plan for submission to the 1975 Legislature.

The attached report explains and summarizes the methodology, procedures, problems, findings, and recommendations of the Department of Administration. Throughout the entire development of the Classification and Pay Plans, we have attempted to work closely with agency management, employees, and employee representatives to insure maximum input. The implementation of the Classification and Pay Plans will be a significant step towards effective personnel management in the State of Montana. They will provide management with a valuable tool for effectively dealing with government's most valuable resource -- our employees. To summarize our feelings, we believe that the taxpayers of our State have the right to expect high quality and efficient performance from their public employees...State employees have the right to a fair and equitable compensation for their services.

The Classification and Pay Plans are not an end in themselves but rather one part of the dynamic, on-going function of personnel management. The system and procedures must be continuously monitored to remain responsive to the needs of State government, employees, employee representatives, management, and the taxpayers.

We respectfully transmit our recommendations and broad spectrum of related issues to you for your consideration.

Sincerely yours,

Lee J. Tickell, Administrator
State Personnel Division

Doyle B. Saxby, Director
Department of Administration



TABLE OF CONTENTS

	<u>PAGE</u>
LETTER OF TRANSMITTAL	
TABLE OF CONTENTS	
INTRODUCTION	1
Overview	1
Personnel Management - Historically	1
Legislative Action	2
Advantages of A Personnel Classification and Pay Plan	3
Position Titles, Classifications and Salaries	3
Equal Pay for Equal Work	3
Employee Motivation	3
Recruitment and Selection Procedures	4
Fiscal and Budgetary Control	4
Performance, Evaluation and Promotion	4
Labor-Management Relations	5
Training and Career Development Opportunities	5
Additional Expertise	5
Public Hearings	6
CLASSIFICATION PLAN	7
Overview	7
Position Description Questionnaire	8
Position Audits	8
Classification Titles and Specifications	9
Notice of Classification	9
Classification Grade Levels	10
Position and Classification Appeals	12
On-Going Maintenance of the Classification Plan	13
Classification Inventory and Class Specification Manual	14
PAY PLAN	
Overview	15
Salary Survey	16
Benchmark Positions	17
National Wage and Salary Survey	17
Regional Wage and Salary Survey	18
In-state Wage and Salary Survey	18
Salary Schedule	20
Half Grade Adjustments	24
Implementing the Pay Plan	24

TABLE OF CONTENTS (Continued)

	PAGE
PAY PLAN (Continued)	
Incremental and Longevity Steps	25
Montana Highway Patrol	26
Craft Employees	26
Prior Years Service	27
Crafts	28
Present Salaries Not Decreased	29
Overtime Pay	30
Shift Differential	30
Cost of Living	30
Fringe Benefits	31
Future Surveys	32
SPECIAL CONSIDERATIONS	
Budgetary Control	33
Collective Bargaining	34
Department of Institutions	36
Intergovernmental Relations	39
County Welfare Offices	39
County Assessor's Offices	39
Merit System Bureau	40
Classification	40
Pay	41
EXHIBITS	
A Glossary of Classification Terms	43
B Codified Classification and Pay Law	46
C Codified Collective Bargaining Law	50
D Project Progress Report and Management Memo 1-73-12	60
E Position Description Questionnaire	67
F Class Specifications	69
G Notice of Classification	70
H Classification Grading Schedule	71
I Conversion Table	72
J Position Classification System Management Memo 2-74-7	73
K Key Classes	83
L Local Governmental Units Surveyed	87
M Salary Schedule	88
N Position Detail Form: Management Memos 2-74-3 & 2-74-3A	89

TABLE OF CONTENTS (Continued)

	<u>PAGE</u>
EXHIBITS (Continued)	
O Letter To State Employees, September 30, 1974	112
P Letter To State Employees, October 15, 1974	114
Q Consultant's Report on the Montana Wage and Salary Survey	116
Appendix A - National Survey	153
Appendix B - Regional Survey	164
Appendix C - In-State Survey	199
R Socioeconomic Conditions Affecting Employment at Montana's State Institutions	266

INTRODUCTION

INTRODUCTION¹

Overview

This report summarizes the methodology, procedures, problems, findings and recommendations the Department of Administration developed in the processes of preparing the Classification and Pay Plans.

The Department of Administration is currently drafting comprehensive personnel procedures to be included in the Montana Administrative Manual. The Manual will be used to keep State agencies informed as to the operating procedures required under the State's new Classification and Pay Plans. The Manual will be periodically updated to keep State officials abreast of recent changes in Federal or State laws, rules or regulations or conditions that may affect State personnel practices.

Personnel Management - Historically

Montana does not now have a uniform personnel management system. Rather, each State agency, including the Merit System agencies, have its own "Classification and Pay Plans". Position titles, position classifications and salary schedules are, basically, all different. As a result, it is very difficult, if not impossible, to compare positions, skill levels and salaries in one State department with those in another.

Historically and generally speaking, employees working in agencies funded from the General Fund have been paid substantially less than those employed in agencies funded from the certain Earmarked Revenue Funds or the Federal and Private Revenue Funds. This creates personnel management problems for all agencies. To say the least, State employees should be paid according to their duties and responsibilities and not according to the source of funds.

¹See Exhibit A for Glossary of Classification Terms.

Prior to the present time, there is no central agency in State government that monitors State employees' classifications, positions and salaries. The adoption of these Statewide Classification and Pay Plans will overcome a major deficiency in the State's fiscal and personnel management practices. Hereafter, the Governor, Legislature, State officials and the public can refer to one agency for current, reliable information regarding the State's personnel practices.

Legislative Action

The 1973 Legislative Assembly enacted legislation which provides for the classification and compensation of State employees (Exhibit B). The Act provides that the Department of Administration shall design, implement and maintain a personnel classification system and shall design and present a pay plan to the 1975 Legislative Assembly which will provide all State employees with "equal pay for equal work."

The classification and pay plans apply to all State employees except those specifically exempt by the Act as follows:

59-904. "This act does not apply to the following positions in state government:

- (1) elected officials and their chief deputy and executive secretary;
- (2) officers and employees of the legislative branch;
- (3) judges and employees of the judicial branch;
- (4) members of boards and commissions appointed by the governor, appointed by the legislature or appointed by other elected state officials;
- (5) officers or members of the militia;
- (6) agency heads appointed by the governor;

- (7) academic and professional administrative personnel with individual contracts under the authority of the board of regents of higher education;
- (8) personal staff of the elected officials enumerated in Article VI, Section 1, of the constitution of Montana are exempt from sections 59-909, 59-910 and 59-911 of this act, and section 82A-1014."

Advantages of a Personnel Classification and Pay Plans

Position Titles, Classifications and Salaries

Presently there are many instances in which positions doing the same work have different titles. Because there is no basis for comparison of titles, salaries for like work fluctuate greatly. This results in "pirating" of personnel among State agencies based simply upon the ability of an agency to pay a higher salary for comparable work. With a standardized personnel system, such inequities can be eliminated and uniform titles will reflect comparability of work.

Equal Pay for Equal Work

The establishment of classified positions into a twenty-five grade system based upon requirements of a position provides the opportunity for the State to pay personnel on an equal basis. Personnel placed within a specific grade have been determined to be performing a comparable level of work in relation to other classes placed in the same grade level. With the establishment of a wage and salary plan, equal pay for equal work can be accomplished. This is a major step in solving the inequities of various pay systems which now exist.

Employee Motivation

Employee motivation will improve upon implementation of the Classi-

fication and Pay Plans. The individual, through knowledge of the requirements of the position, can then relate to other positions and identify a career ladder. With additional experience and education, a person can move to a higher skill level. The establishment of career ladders within the system provides for promotion within the agencies or between agencies.

Recruitment and Selection Procedures

A uniform personnel management system helps the State attract and retain qualified personnel. Standardized testing and rating procedures can be developed based on the classification system. As a result of such procedures and competitive wage and salary plan, the State can recruit qualified personnel thus improving the efficiency and quality of State government.

Fiscal and Budgetary Control

Fiscal and budgetary control can be applied to a greater extent through use of a personnel classification system. The control of budgetary expenditures for personnel services within various programs of a department can be monitored. This provides management with a tool to determine effectiveness of staffing patterns; need for addition or reduction of personnel; and program effectiveness.

Performance, Evaluation and Promotion

The establishment of standardized performance evaluation can be accomplished. An individual's job performance can be measured, and incremental step increases can be given on the basis of comparability of work being done. This provides the manager with a tool to measure the performance of an individual and that person's relationship to the program in which he or she is working.

Labor-Management Relations

The classification of positions within a system provides labor and management with a tool that each can refer to during collective bargaining sessions. It insures that both labor and management are familiar with the positions in question and have a sound basis from which to negotiate any differences. Uniform class specifications and salary schedules provide a basis for modification of a position by both labor and management when factors change.

Training and Career Development Opportunities

Improved training and career development opportunities are a derivative of the personnel classification system. With the development of career ladders, an individual should be able to move to higher skill positions as skills, education or experience are increased. The training needs of an agency can be identified and training courses established. This training will assist the employee in upward career mobility.

Additional Expertise

The Department's Personnel Division was given the responsibility for designing the two plans. Soon after the law became operative, a staff of eight personnel analysts was recruited and contracts were negotiated with the Federal government to obtain technical assistance. As a result, the services of a regional personnel officer were obtained from the Fish and Wildlife Service for thirteen months (October 1973 to November 1974) to direct the classification and pay studies. Also, the Denver Regional Office of the United States Civil Service Commission agreed to provide technical training and assistance as requested.

Public Hearings

Numerous public hearings were held while developing the Classification and Pay Plans to gather information and to explain the proposed plans to interested persons. Between November 1973 and September 1974, a total of sixty (60) public meetings were held throughout the State. Union officials, employee representatives, management personnel and State employees attending these meetings totalled 2,961. An interim program report is shown in Exhibit D.

During October 1974, the Department held public meetings in ten cities and towns: Missoula, Kalispell, Great Falls, Helena, Wolf Point, Glendive, Billings, Anaconda, Bozeman, and Butte. Separate presentations of the proposed Classification and Pay Plans were given to the supervisors and management; union officials and employee representatives; legislative candidates; and State employees in each location, except Butte, where a single general meeting was held. The hearings required approximately seventy-five public contact hours, disregarding transportation and set-up time.

As a result of the October public hearings and numerous subsequent smaller meetings with special groups, several significant changes were made to the original plans as follows:

- o Numerous classification assignments were modified.
- o Longevity steps were added to the salary schedule.
- o Long-term employees will receive recognition for past years of State service.
- o An employee whose salary is "frozen" in the salary plan shall be given 50% of any future cost of living adjustments.
- o Employees represented by "craft" type unions may be given a special one-step salary plan.
- o Half-grades were added to the salary plan to relieve a compression problem in certain areas.

CLASSIFICATION PLAN

CLASSIFICATION PLAN

Overview

The enabling Act provides for the establishment of classifications as follows:

59-905. "Personnel classification plan - development. The department shall develop a personnel classification plan for all State positions and classes of positions in State service, following hearings involving affected employees and employee organizations, except those exempt in sections 2 (59-904) of this act.

59-906. Guidelines for classifications. (1) In providing for the classifications plan the department shall group all positions in the State service into defined classes based on similarity of duties performed, responsibilities assumed, and complexity of work so that:

(a) similar qualifications of education, experience, knowledge, skill and ability can be required of applicants for each position in the class;

(b) the same title can be used to identify each position in the class;

(c) similar pay may be provided, under the same conditions, with equity to each position within the class.

(2) A class may consist of only one (1) position."

In compliance with this mandate, the Department developed a personnel classification plan. The major steps followed in developing and implementing the plan are outlined below:

- o All State employees were asked to describe their duties and responsibilities on a Position Description Questionnaire form. (Exhibit E)
- o Personnel analysts performed desk audits of 2,900 positions in State government.
- o. Standard classification titles and descriptions were adopted for all State employees in State service.
- o Each employee was notified of his/her tentative classification.

- o Grade (skill) levels were assigned to all positions classified.
- o Public hearings were held throughout the State during the development period and immediately prior to the implementation of the plan to obtain input from interested persons, administrators, employees, and employee representatives and to explain the proposed plan.
- o Classification appeals were resolved and the classification plan was implemented.

A more complete explanation of the procedures used during each of the above steps follows:

Position Description Questionnaire

Position Description Questionnaires (Exhibit E-3) were distributed to all State departments on November 14, 1973, for completion and return to the Department of Administration by December 31, 1973. Individual employees were asked to describe their duties and responsibilities; supervision exercised; knowledge, skills and abilities required; and supervision received. Immediate supervisors were asked in behalf of their subordinates to indicate the amount and type of education and experience required; special qualifications, licenses or registrations required; supervision exercised; and comment on the employee's statements regarding his/her job descriptions if it seemed advisable to do so.

Position Audits

Personnel analysts performed field audits of approximately 2,900 positions in State government between January and June 1974. As a result, audits were performed on 28% of the 10,333 positions for which Position Description Questionnaires were received. The purpose of these audits was to further clarify the various factors described on the

Questionnaires which were used to classify each position.

Positions were selected for audit based on the following criteria:

- o Clarification was needed on specific information reported on the Position Description Questionnaires.
- o Audits were required of a significant percentage of the proposed position classifications.
- o Management had requested that specific positions be reviewed.

Field audits were performed in Helena and at numerous locations throughout the State. Special emphasis was given to the Department of Institutions where forty-one (41) percent of the positions were audited.

Classification Titles and Specifications

An inventory of about 1,500 standard job class titles was developed from the Position Description Questionnaires, position audits and other factors. The titles are generally descriptive of the kind and level of work performed. A concerted effort was made to use broad, generic terms for class titles that can be used in several departments. The use of broad titles also increases the employee career development and mobility possibilities within State Government.

After the inventory of class titles was developed, a detailed class specification was prepared of the 1,500 titles. The class specifications (an example is shown in Exhibit F) contains a general description of the work performed together with the minimum qualifications required.

Notice of Classification

Department directors received the original tentative notice of classification of positions within their department in July 1974, for review and use while preparing their 1975-1977 budget requests. Sub-

sequently, meetings were held with all departments to review and consider any additional information relevant to these classifications. Numerous changes resulted from these meetings. During October 1974, tentative Notices of Classification were distributed to all non-exempt State employees (Exhibit E).

Classification Grade Levels

Personnel classification is a system of identifying and describing different types of work and skill levels within an organization and then grouping similar positions together under common job titles. The primary tools used to analyze, measure, and rank the various job classes, which were prepared from Job Description Questionnaires, position audits, and management input, was the Classification Grading Schedule (Exhibit H) which contains the following eight grading factors:

1. Minimum Educational Requirements
2. Minimum Experience Requirements
3. Physical Demands
4. Working Conditions
5. Supervision Received
6. Supervision Exercised
7. Authority Exercised
8. Responsibility Level

These eight factors are briefly explained below:

1. Minimum Educational Requirements.

This factor identifies the type and amount of formal education required to perform the duties and responsibilities of each position. This factor identifies the minimum education required to perform the job satisfactorily and not the educational background of the incumbent.

2. Minimum Experience Required.

This factor identifies the length and type of experience typically required of an individual to perform the duties of the position effectively.

3. Physical Demands.

This factor identifies those positions which require physical work such as regularly lifting or moving materials and supplies, and other similar activities. This factor is applied to such positions as warehouse workers, core drill operators, electricians and comparable positions.

4. Working Conditions.

This factor identifies the physical surroundings and the extent to which weather, noise, commotion or hazards are present in the work environment thus creating additional demands on the employee. Examples are pilots, highway patrol officers, psychiatric aides, mine inspectors, and highway maintenance workers.

5. Supervision Received.

This factor identifies the degree to which the immediate supervisor or prescribed procedures outline the methods to be followed, results to be attained, and the degree to which the work is reviewed.

6. Supervision Exercised.

This factor identifies the degree of responsibility for assigning, planning, instructing or directing the work of others and the degree of responsibility for reviewing the accuracy, thoroughness and reliability of the work of others. An important ingredient in this factor is the type of work being performed and the number of employees supervised.

7. Authority Exercised.

This factor identifies the level of responsibility exercised by an employee over a major component of an organization, such as a division, bureau, section or equivalent.

8. Responsibility Level.

This factor identifies the degree of independence and/or judgement exercised, decisions made, planning performed, and initiative or ingenuity required of the job. The impact of the decisions made and their effect upon the public, other departments and employees is an important element.

Numeric weights were assigned to each factor. As a classification is factored, the points assigned are totalled. The results are applied to a conversion table (Exhibit I) which indicates the grade level assigned to the class being graded.

When assigning grade levels to a classification, other factors (in addition to the eight above) can influence the grade level assigned.

Some of these factors may include the:

- o Organizational structure of the agency.
- o Nature of the work performed.
- o Level or complexity of the work performed.
- o Responsibility of the position.
- o Career development opportunities.
- o Recruitment difficulties.

Position and Classification Appeals

The enabling Act provides for position and classification appeals as follows:

59-907. "Review of Positions - change in classification. The department shall continuously review all positions on a regular basis and adjust classifications to reflect significant changes in duties and responsibilities; provided, however, employees and employee organizations will be given the opportunity to appeal any changes in classifications or positions."

The Department's personnel procedures which are now under development will set forth the procedures required for having a position or classification changed. In the meantime, Management Memo 2-74-7 (Exhibit J) explains the interim procedures.

State employees, employee representatives, or departmental administrative personnel have the right to request a review of their positions and classifications. The Board of Personnel Appeals, created by the Act (Exhibit B) is in the process of adopting formal grievance procedures for hearing appeals. These rules will become effective when the classification system is implemented within a department and the notice of classification has been distributed to the employees.

Prior to the full implementation of the classification system, an informal grievance procedure has been established as follows:

- o The employee prepares a written request for the review of his/her position or classification. The request sets forth the reasons and basis for the appeal and is given to his/her immediate supervisor.
- o The employee's immediate supervisor reviews the appeal request and comments thereon prior to forwarding the appeal to the department director or his/her designee.
- o The employee's department director reviews the appeal request and comments thereon prior to forwarding the appeal to the Department of Administration's Personnel Division.
- o The Department of Administration reviews and evaluates the appeal request and the attached justification. The facts are checked with agency personnel prior to arriving at a final determination which is returned to the appealing employee and department.

The Department of Administration is making a concerted effort to amicably resolve in a prompt manner any appeals received.

On-Going Maintenance of the Classification Plan

The enabling Act provides that the Department of Administration shall design, implement and maintain the classification plan. In complying with this provision the Department plans to annually audit 15% to 25% of all positions in State government to insure that the integrity of the

system is maintained, and that classifications are uniformly applied in all departments of State government. In addition, the Department will help State agencies with their organizational and staffing problems.

Conditions that require continuous, on-going attention if the classification plan is to remain a viable personnel management system are summarized below:

- o Organizational Changes
- o Program Changes
- o Personnel Changes
- o Economic Changes
- o Responsibility Changes

Classification Inventory and Class Specification Manual

A Classification Inventory Manual which summarizes all classifications currently identified and the agencies using the various classifications available and a specification for each classification identified in the inventory have been distributed to the units of State government and other interested parties.

Copies of either, both or parts of these two manuals are available by request from the Department of Administration, Personnel Division.

PAY PLAN

PAY PLAN

Overview

The enabling Act, Sections 6, 7 and 8 of Chapter 440, Laws 1973, reads:

"Section 6. The department shall develop a wage and salary plan for presentation to the 1975 legislature. If adopted by the legislature, the wage and salary plan shall be integrated with the personnel classification plan to ensure that positions within classes are paid at similar rates of pay after considering different rates of pay that may result from merit increases and years of service."

"Section 7. In developing the wage and salary plan the department shall consider all factors, including the results of meetings with employees and employee organizations, that are necessary to ensure that the plan will continuously enable the state service to attract and retain an adequate number of professional, technical and administrative personnel."

"Section 8. The wage and salary plan shall not decrease the current wage or salary or the value of fringe benefits provided by law to an employee in the state service before the adoption of the plan."

In compliance with this mandate, the Department has developed a pay plan for presentation to the 1975 Legislature. The major steps taken to develop the plan are outlined below:

- o A contract was arranged with the University of Montana, Bureau of Business and Economic Research, for technical assistance in developing a statistical sample.
- o Key classes were selected to serve as benchmark positions in the survey.
- o Salary data was gathered on benchmark positions from employers selected in the survey areas.
- o A proposed salary schedule was developed based on tabulated salary data collected.

A more complete explanation of the procedures used to develop the pay plan follows.

Salary Survey

The purpose of the salary survey was to determine the range of salaries paid in the private sector and other public jurisdictions for positions similar to various key classes in State service. This information was then used to determine the average salaries to be paid State positions with skill levels similar to those surveyed.

The Department of Administration contracted with the University of Montana, Bureau of Business and Economic Research (hereafter referred to as the consultant), to provide technical assistance during the survey. Specifically, the consultant assisted in developing the sample design statistical selection and was responsible for compiling the resulting data into summary reports. They commented also on the adequacy of the survey design; the actual survey; and the final results. The "Consultant's Report on the Montana Wage and Salary Survey," dated September 1974 (Exhibit Q) should be referred to for specifics regarding the survey's methodology and results. Rather than repeat data included in the consultant's report, we have limited our comments to the general procedures followed in developing the plan, collecting the data, evaluating the data, and arriving at the recommended statewide pay plan for non-exempt State employees.

The following criteria were established for developing and designing the wage and salary survey. It was determined that the wage and salary data would be primarily obtained for the following three labor market areas from which the State must attract qualified personnel to fill positions:

<u>Survey</u>	<u>Labor Market Tested</u>
In-State	Private Sector
	Local Government Sector
Regional	State Government Sector
National	State Government Sector

The consultant agreed with these determinations and proceeded to develop the random sample used in the In-State survey.

Benchmark Positions

Key classes were selected by the Personnel Division from each salary grade 3 through 25 (except grade 22) to be used as benchmark positions. These benchmark positions were surveyed in the applicable recruitment areas to determine the "going rate" for each grade level. The criteria used to select the benchmark positions can be summarized as follows.

Each key class had to be:

- o Common within the work force.
- o Occupied by many employees.
- o Readily identified with a classification.
- o Capable of being clearly described in a brief statement.

In addition, a few classes in which classification or salary problems were anticipated, i.e. crafts and psychiatrists, were surveyed. Exhibit K lists the classifications selected as benchmark positions by estimated salary grade and the corresponding areas surveyed.

National Wage and Salary Survey

Ten key classes were identified for use in the National Survey. They represented positions within State government for which National

recruitment efforts are required. The salary data for these key classes were obtained from the International Personnel Management Association's study "Pay Rates in the Public Services, April 1974." This Association annually surveys 159 city, county, municipal and state agencies for 87 key classes. The sample size for Montana's key classes ranges from 21 to 47 states. The State of Montana was excluded, and the states of Wyoming and Mississippi did not participate in the survey.

Regional Wage and Salary Survey

The six neighboring states of Washington, Wyoming, Idaho, Oregon, North Dakota and South Dakota were used in the Regional Survey. Seventy-six (76) key classes were identified for use in the Regional Survey. This survey was conducted by mail. Telephone follow-ups were made to each state to validate data received.

In-State Wage and Salary Survey

Sixty-two (62) key classes were identified for use in the In-State survey. At the recommendation of the consultant, multi-stage stratified sample was made of salaries paid by private industry and local governmental units within the State.

In brief, Montana's counties were divided into two strata--one composed of counties with high employment concentrations and the other composed of counties with low employment concentrations. Based on employment statistics published by the State's Employment Security Division, it was determined that the number of employees covered by unemployment insurance for the 1973 fiscal year were divided geographically as follows:

<u>Stratum</u>	<u>Location</u>	<u>No. of Employees</u>	<u>%</u>
1	12 Large Counties	108,921	71.5
2	44 Small Counties	33,359	21.9
Multi-County	Firms Operating in More Than One County	<u>10,069</u>	<u>6.6</u>
	TOTAL	<u>152,349</u>	<u>100.0</u>

The firms and governmental units within Stratum 1 and 2 above were each sub-divided into four sub-stratums. The number and percentage of firms selected by each sub-stratum and the multi-county stratum are shown below:

<u>Sub-Stratum</u>	<u>No. of Employees By Firm Size</u>	<u>Total Firms</u>	<u>No. Sampled</u>	<u>% Sampled</u>
A	250 and Over	27	27	100.0
B	50 - 249	171	50	29.0
C	4 - 49	4,662	90	1.9
D	Local Governments	74	32	43.2
Multi-County	100 and Over	<u>45</u>	<u>6</u>	13.3
	TOTAL	<u>4,979</u>	<u>205</u>	

The private firms sampled in each sub-stratum were statistically selected from a random starting point. The local governmental units sampled are shown in Exhibit L. The private firms sampled were located in the eighteen (18) counties sampled.

It is important to note that greater emphasis was placed on sampling larger firms, counties and cities because their recruiting and working requirements more closely relate to those of the State.

The consultant selected the firms and governmental units to be surveyed. The Department of Administration then contacted each firm and governmental unit requesting their cooperation in the survey. Later, each cooperating firm and governmental unit was personally contacted to collect data on key classes used by them. Of the 205 firms and governmental units contacted, 166 or 81 percent responded favorable to our request. Our personnel analysts were able to gather meaningful salary data on key classes from 129 firms or 63 percent of the firms and governmental units originally selected.

As indicated earlier, a number of classes included in the survey were known to be problem areas. After collecting the survey data, tabulating and analyzing it on the computer, 22 classes were identified as having substantial salary deviations. These problem areas were then excluded from the sample and the data was tabulated again on the computer. The statistical results did not significantly change; therefore, the original data was used for calculating the pay plan. The problem areas were individually reviewed to determine if classification changes were warranted.

Salary Schedule

Based on salary data collected and tabulated, the average minimum, average maximum and mean salaries paid for the key classes surveyed was determined for each grade. From this information, a proposed salary schedule was developed. The criteria used to design the proposed salary schedule follows:

- o Current salaries paid as determined by the salary survey should be acknowledged.

- o Uniform salary steps and grades should be used.
- o Standard salary advancements within each grade should be provided.
- o Extended service at any given grade should be recognized.

The salary schedule developed contains twenty-five (25) grades (vertical) and eight (8) incremental and longevity steps (horizontal) as shown in Exhibit M. The grades are divided by 9.7 percent intervals to best fit the results of the salary survey.

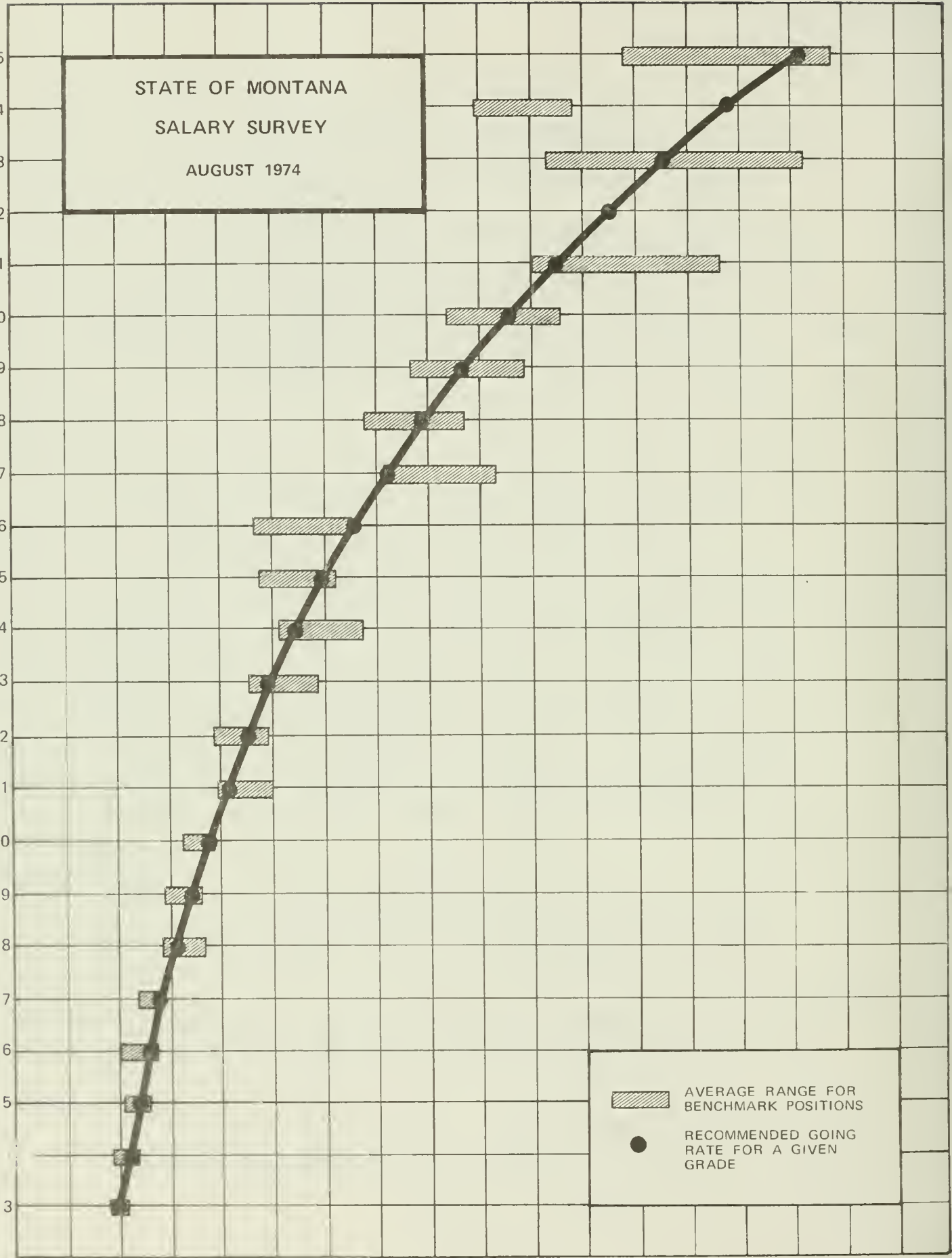
Considerable attention was given to developing a "going rate" on the salary schedule that closely aligned to the salary survey at the lower levels. This was essential because most State employees are employed below grade 15 on the schedule. In addition, more reliable salary data was available in the lower grades because the survey included more employees and more key classes. The survey included 3,382 employees from 287 firms representing 19 key classes in grades 3 through 7; whereas the survey only included a few employees in 24 states, representing 8 key classes in grades 21 through 25. These higher grades are generally filled by medical doctors, psychiatrists and institutional superintendents. These professions can generally earn substantially more in the private sector, which was not surveyed nationally, than is generally paid in the public sector.



The bar graph and charts on the following page show the average minimum and average maximum salaries paid for each grade level as determined by the wage and salary survey. The "going rate," step 3 on the proposed salary schedule, is shown as the curved line that crosses the bars with a minimum deviation.

STATE OF MONTANA
 SALARY SURVEY
 AUGUST 1974

GRADES

25
24
23
22
21
20
19
18
17
16
15
14
13
12
11
10
9
8
7
6
5
4
3



 AVERAGE RANGE FOR BENCHMARK POSITIONS
 RECOMMENDED GOING RATE FOR A GIVEN GRADE

200 400 600 800 1000 1200 1400 1600 1800 2000 2200 2400 2600 2800 3000 3200 3400

MONTHLY SALARY IN DOLLARS

MONTANA WAGE AND SALARY SURVEY SUMMARY
August 1974

G R A D E	TOTAL SURVEY		NATIONAL SURVEY		REGIONAL SURVEY		IN-STATE SURVEY	
	Minimum	Average* Maximum	Minimum	Average* Maximum	Minimum	Average* Maximum	Minimum	Weighted Average* Maximum
1	-	-	-	-	-	-	-	-
2	-	-	-	-	-	-	-	-
3	363	428	-	-	-	-	363	428
4	384	476	-	-	-	-	384	476
5	417	516	-	-	-	-	417	516
6	403	558	-	-	-	-	403	558
7	478	573	-	-	-	-	478	573
8	573	733	-	-	584	786	563	680
9	584	720	-	-	475	634	694	807
10	649	779	-	-	592	776	707	782
11	798	1,005	-	-	722	972	874	1,039
12	782	993	800	1,034	759	1,002	788	942
13	916	1,182	-	-	853	1,152	980	1,213
14	1,027	1,349	1,091	1,396	963	1,302	-	-
15	957	1,238	1,019	1,322	896	1,154	-	-
16	939	1,307	-	-	939	1,307	-	-
17	1,431	1,869	1,584	2,011	1,279	1,728	-	-
18	1,363	1,741	-	-	1,363	1,741	-	-
19	1,539	1,982	1,593	2,009	1,486	1,956	-	-
20	1,676	2,116	-	-	1,676	2,116	-	-
21	2,008	2,725	-	-	2,008	2,725	-	-
22	-	-	-	-	-	-	-	-
23	2,058	3,052	-	-	2,058	3,052	-	-
24	1,794	2,168	-	-	1,794	2,168	-	-
25	2,357	3,167	-	-	2,357	3,167	-	-

* Monthly salaries shown in whole dollars.

Half Grade Adjustments

Severe grade compression problems were found to exist in some agencies because of the limited number of grades available and the large number of classifications requiring assignment. To provide more flexibility in the salary schedule, the computer has been programmed to permit half-grade adjustments. This additional flexibility is particularly helpful when interfacing the proposed pay plans with negotiated union contracts. For example, with the addition of half-grades, six classification and salary levels can be accommodated within three grade levels as follows:

<u>Classification</u>	<u>Grade</u>	<u>Salary Step 3</u>
Maintenance Worker I	8.0	\$627
Maintenance Worker II	8.5	657
Maintenance Worker III	9.0	688
Maintenance Worker IV	9.5	721
Maintenance Worker V	10.0	755
Maintenance Worker VI	10.5	791

Implementing the Pay Plan

It is our recommendation that the salary of each employee on record as of December 31, 1974, be increased as a minimum to Step 3 of the classification to which the employee has been assigned as of that date. If the employee's salary as of that date exceeds that provided for Step 3 in the assigned classification, the employee's salary shall be increased to the next higher step in that classification.

Assuming acceptable performance, the salary of each employee shall be increased to the next succeeding step in the assigned classification up to Step 5.

For additional consideration, see specifications under the "Incremental and Longevity Steps" sub-section.

Incremental and Longevity Steps

As stated earlier, the salary schedule provides for eight (8) horizontal steps at each grade level. The first five (5) steps are incremental steps, while steps 6, 7 and 8 are longevity steps.

Steps 1, 2, 3, 4, and 5 are incremental steps of 4.75 percent each. After implementation of the Pay Plan, new employees will be hired at step one and are eligible for advancement to step two after six months of satisfactory performance. Thereafter, advancement to steps 3, 4, and 5 will be at yearly intervals based on satisfactory performance. It will normally take an employee 3½ years to progress from step one to step five if he/she remains in the same grade level. Incremental raises will be given unless sub-standard performance is documented by the employing agency. Occasionally, an employing agency may advance an employee more than one step at one time if they have documented evidence of superior work performance.

Steps 6, 7 and 8 are longevity steps of 3 percent each. Longevity steps are intended to compensate an employee for continuous, faithful service in a given grade level. Advancement in the longevity steps requires four years of service at step 5 before advancement to step 6, etc. The employee will automatically receive the longevity increase at the end of each four year interval.

Several different types of longevity plans are presently in effect throughout Montana State government. At the same time, a significant number of employees are working in agencies that do not now have any longevity plans in effect. The major factors affecting longevity plans are:

- o Statutory Provisions
- o Collective Bargaining Agreements
- o Merit System Rules
- o Administrative Rules

Longevity plans are of two basic types:

- o Flat Rate Increments
- o Percentage Rate Increments

Because of special problems involving the Montana Highway Patrol and craft employees under union contract, they have not been included in the regular longevity plan described above. Special longevity plans for those two groups are described below.

Montana Highway Patrol

Legislative action is required before the Highway Patrol's longevity plans can be changed. In order to address this problem, the following procedures have been adopted. The Highway Patrol will only have a one-step salary schedule. The "going rate" or third-step of each grade will be the base pay for calculating the 1% per year longevity increases.

Craft Employees

Many craft employees under union contract have one step salary plans and prefer to keep their one step plans. In order to accommodate

them, the following procedures have been administratively adopted. The "going rate" or third step of each grade will be the one step for pay purposes. The longevity steps 6, 7, and 8 will not apply to these employees on the one step pay plan. In lieu thereof, the following longevity plan has been adopted.

<u>Years of Service</u>	<u>Monthly Longevity Pay</u>
10 through 14	\$10
15 through 19	20
20 through 24	30
25 through 30	40
30 plus	50

Prior Years Service

Upon implementation of the Pay Plan, there will be a one-time pay adjustment for those employees who have given long, continuous years of service to the State. The adjustment will be calculated as follows:

Example 1

An employee, who would ordinarily go to step 3 upon conversion, would receive one additional step (i.e. step 4) if he/she had 7 through 14 years of continuous service with the State. The employee would receive two additional steps beyond step 3 (i.e. step 5) if he/she had 15 or more years of continuous service with the State.

Example 2

An employee, who would ordinarily go to step 4 upon conversion, would receive one additional step (i.e. step 5) if he/she had 7 or more years of continuous service with the State.

Example 3

An employee, who would ordinarily go to steps 5, 6, 7 or 8 upon conversion, will not receive any adjustment, regardless of his/her years of service.

This recognition of past service upon conversion to the new salary matrix will help alleviate inequities not otherwise addressed.

Crafts

The membership of "craft" type unions generally believe in the principle that a "journeyman is a journeyman" and that all journeymen in a particular craft should receive the same rate of pay.

To accommodate this philosophy, we recommend that the rate of pay for any particular craft be arrived at through the collective bargaining process and be based on job descriptions, class specifications, classification factors, salary surveys, and the market conditions for similar skills within the State of Montana.

A one step pay plan (which is both the hire rate and the final rate) can be accommodated within the Pay Plan. For pay purposes, the "going rate" or third step of each grade will be the one step. This can be administratively accomplished through rules, regulations, and negotiated agreements.

The wage and salary survey pointed out a problem area in the skill level of the crafts. The present market demand for crafts is higher than identified for their skill level. Adjustments will be made to resolve this conflict.

Present Salaries Not Decreased

The enabling Act, Section 8 of Chapter 444, Laws 1973 reads:

"The wage and salary plan shall not decrease the current wage or salary or the value of fringe benefits provided by law to an employee in the state service before the adoption of the plan."

To insure that the Act is complied with the Pay Plan includes the following provisions:

- o No employee's salary or benefits shall be decreased upon implementation of the plan.
- o The employee's salary at the date of implementation shall be used in determining the employee's new salary step within the assigned grade.
- o Employee's, whose salary at the date of implementation is greater than step 8 of their assigned grade level, shall be frozen at their present salary until one of the following events occurs:
 - a. Their position is reclassified upward.
 - b. They are promoted.
 - c. Cost of living adjustments catch up with them.
- o Employees frozen above step 8 shall only receive 50% of any future cost of living increases approved by the Legislature until the salary schedule catches up to their salary.
- o Currently paid allowances such as flat rate overtime and longevity pay will be added to the base salary in calculating the base salary for conversion to the new salary schedule, except in the Highway Patrol and the crafts on a one step plan.
- o Any fringe benefits that employees receive by statute, rule, regulation, or negotiated agreement will be recognized.
- o Problem areas such as the Highway Patrol, Crafts, etc. will be accommodated on an individual basis to insure compliance with the law.

Overtime Pay

The Montana Salary Schedule shows the base salary range for each grade level plus the related longevity increases. Any overtime worked for pay shall be calculated from the base rate and added thereto. Federal and State laws, rules, regulations and negotiated labor contracts will govern when calculating overtime pay.

Shift Differential

State employees who work split shifts or night shifts should be given a shift differential allowance of 3% of the employee's base salary, including any longevity increases earned. However, these provisions shall not override any currently negotiated labor contracts.

A split shift differential shall be authorized whenever a regular employee's normal eight hour shift is divided by a noncompensated break of two hours or more per shift, not counting any normal breaks for meals.

A night shift differential, as defined by the employing agency and approved by the Department of Administration, shall be authorized.

Cost of Living

Cost of living increases should be granted to all employees in State government to reflect the increased cost of goods and services that result primarily from a national inflationary trend.

Unions and employee representatives prefer escalation clauses which automatically increase the salary matrix when the cost of living or consumer price index reaches certain designated increments. The impact this may have on budgets is extremely difficult to anticipate. The

budgeting process begins 36-40 months prior to the time a biennial budget will have been executed. In other words, the biennial budget cycle which begins in March-June of 1974 will not go full cycle until June 30, 1977. The ability to predict cost of living over that period of time with any degree of accuracy is nearly impossible.

The only realistic method of funding a cost of living increase is to predict, on the basis of the best information available, what the cost of living may be and built into the Executive Budget submitted to the Legislature. It ultimately becomes the responsibility of the legislature to fund any cost of living increase to State employee. After-the-fact adjustments to the Montana Salary Schedule will have to be made after any cost of living adjustments are appropriated.

Whatever method is selected to deal with cost of living, it can be accommodated within the Montana Salary Schedule. Cost of living adjustments are normally (1) across the board percentage increase (2) across the board specific dollar increases or (3) any combination of the two.

It is our recommendation that a combination of flat rate increases and percentage increase be built into the Salary Schedule to closely reflect a cost of living increase during the next two years. In addition, we recommend that these cost of living adjustments take place on an annual basis on July 1st of each fiscal year. Finally, we recommend that any employee "frozen" above Step 8 of the salary plan be granted 50% of cost of living increases of Step 8 whichever is greater.

Fringe Benefits

General information regarding fringe benefits paid employees was gathered during the wage and salary survey. However, due to the wide

variations found in the various types of fringe benefits and the brevity of the information received, it was not possible to arrive at any meaningful costs or conclusions in the time available. A general tabulation of the information gathered is found on pages 31 and 32 of the consultant's report.

Future Surveys

The wage and salary survey was probably the most comprehensive survey of its kind ever undertaken in the State of Montana. A significant body of information has been developed. The survey has provided valuable statistical information on job classifications, salaries, and fringe benefits which will prove very valuable when future wage and salary surveys are made.

The salary schedule herein recommended must be updated on a regular basis if State salaries are to remain competitive and if State employees are to continue to receive "equal pay for equal work." Due to numerous outside factors, special classifications may require special consideration and adjustments to attract qualified employees. In addition, a complete salary survey should be conducted every two years for presentation to the Legislature via the Governor's Executive Budget. If the Legislature appropriates funds for a cost of living adjustment, the entire salary schedule must be modified accordingly.

SPECIAL CONSIDERATIONS

SPECIAL CONSIDERATIONS

Budgetary Control

The enabling Act provides for budgetary controls as follows:

59-908. "List of positions maintained--contents. To facilitate state budgeting, and as directed by the department, each agency shall maintain a list of current authorized positions, the number of positions in each class and the salaries or wages being paid, appropriated or proposed for each class."

To comply with this requirement an interim computer based personnel management system has been developed. The system has the capability to:

- o Maintain a current file of all authorized positions in the Executive Branch of State government by department, program and funding source.
- o Maintain a current file of all filled positions in the Executive Branch of State government by department, program and funding source.
- o Calculate the projected personnel services costs of the Executive Branch of State government by department, program and funding source.
- o Calculate the cost of implementing a pay plan over the original departmental budget requests for the 1975-77 fiscal biennium and for the last half of the 1974-75 fiscal year.
- o Calculate the projected cost or savings by department, program and funding source, of any proposed changes to the basic pay plan.
- o Assign new salary rates to all non-exempt positions in State government based on any uniform salary schedule.
- o Provide a variety of special reports upon request.

This information is also available for the Legislative and Judicial branches of government, providing the requested information is recorded in the System.

The personnel management system is being used by the Department of Administration to help implement and control the classification and pay plans. In addition, it is being extensively used by the Governor's Office of Budget and Program Planning to help prepare the 1975-77 Executive Budget. For the first time Montana now has highly reliable data regarding the cost of personal services in the State of Montana by departments, programs and funding source. It would have been impossible to calculate the cost of the proposed pay plan in the available time without the automated computer system. Management Memos 2-74-3 and 2-74-3a (Exhibit N) explain how much of the required personnel information was collected.

Collective Bargaining

From the initial phases of developing the Classification and Pay Plans, union and employee representatives expressed a great deal of concern over how the Classification and Pay Plans would affect collective bargaining. This concern stems from the following statutory provisions:

"59-1603. Employees' right to join or form labor organizations and engage in collective bargaining activities. (1) Public employees shall have, and shall be protected in the exercise of, the right of self-organization, to form, join or assist any labor organization, to bargain collectively through representatives of their own choosing on questions of wages, hours, fringe benefits, and other conditions of employment and to engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection, free from interference, restraint or coercion."

This section of the law authorizes collectively bargaining over, among other things, wages.

Section 7 of Chapter 440, Laws 1973 reads:

"In developing the wage and salary plan the department shall consider all factors, including the results of meetings with employees and employee organizations (emphasis supplied), that are necessary to ensure that the plan will continuously enable the state service to attract and retain an adequate number of professional, technical and administrative personnel."

In contrast, this section merely requires the consideration of all factors, including the results of meetings, not collective bargaining sessions with employees and employee organizations.

The confusion is based on a lack of distinction between the plan itself and those elements of any plan that are normally negotiable, such as wages. The Classification and Pay Plans allow for meaningful negotiations to take place. In fact, negotiations are easier and more productive when they take place within a structured framework.

The real barrier to salary negotiations for State employees lies totally within certain conflicting provisions of the Collective Bargaining Law itself (Exhibit C). Those elements of conflict are as follows:

1. The requirement to bargain for wages in "good faith."
2. The authority of the Legislature to appropriate funds for salaries and wages, regardless of negotiated results.
3. The multiplicity of existent bargaining units that would preclude "equal pay for equal work," should they continue to be allowed to negotiate salaries separately.

These are the real deterrents to meaningful negotiations for wages and should be dealt with separately from this act.

The apparent conflict in the law has created widespread concern among union employees that the State was preempting their right to bargain collectively. It appears to the unions that the State is

unilaterally dictating job classifications and wages and would continue to do so in the future. The position consistently taken by the Department in public hearings throughout the State was that collective bargaining can and will continue to take place under the Statewide Classification and Pay Plans. It was stressed that collective bargaining can occur in such areas as: grade level; conduct of wage and salary survey; classification; differential pay; percentage of prevailing rate and preliminary pay. However, before collective bargaining can effectively take place, the ground rules as to when, where, and how collective bargaining can take place must be developed.

In conclusion, the Classification and Pay Plans should not be jeopardized by the weaknesses of the Collective Bargaining Law but should stand or fall on its own merits. There should be clear understanding that this plan will benefit the collective bargaining process, if the process itself can be made to function properly.

Department of Institutions

Because of the unique problems the Department of Institutions has encountered in the area of personnel management, the Department of Administration contracted for a special study by the University of Montana's Bureau of Business and Economic Research. The study was designed to identify and evaluate the socioeconomic conditions affecting employment at the State institutions. The six State institutions studied were: Boulder River School and Hospital; Montana Children's Center; Galen State Hospital; Warm Springs State Hospital; Montana State Prison; and Mountain View School. Employment factors such as employment turnover, absenteeism, staffing patterns, working conditions, salaries,

housing, transportation, and cultural and recreational facilities were analyzed.

In addition, the report analyzes the labor market conditions in the six county area of: Jefferson; Madison; Deer Lodge; Powell; Silver Bow; and Lewis and Clark.

A summary of the consultant's recommendations follows:

- o "Increase institutional salaries sufficiently to reduce turnover and vacancy levels.
- o "Institute a uniform system for monitoring turnover and vacancies in all the institutions.
- o "Adjust grade level classifications or implement bonuses to increase compensation in areas where extremely high turnover persists.
- o "Develop equitable policies for the allocation of institutional housing and meals which do not favor certain classes of employees.
- o "Encourage institutional cooperation in the development of housing, services, cultural and recreational facilities by private firms and local government in the communities serving the institutions.
- o "Develop emergency transportation plans for each institution.
- o "Accelerate programs to renovate or, where more feasible, replace institutional facilities.
- o "Develop in-service, out-of-service and career ladder programs to insure employee proficiency and create opportunities within the institution."

Implementation of the pay plan will immediately address the consultant's recommendation regarding salaries. The remaining recommendations, while important, will not have the same immediate positive effect upon employee moral, absenteeism and recruiting. The Department of Institutions can immediately implement some of the recommendations with little effort and expense. Other recommendations will require legislation and the expenditure of large sums of money and time.

The following chart summarizes the number of field audits done in the Department of Institutions.

STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION
SPECIAL REPORT

INSTITUTIONS	Total Number of Pos. (approx.)	Audits No.	Total %
Board of Pardons	33	9	27%
Boulder	446	170	38%
Center for Aged	35	0	0%
Central Office, & Community Health	132	59	44%
Children's Center	79	31	39%
Eastmont	24	8	33%
Mountain View	55	26	47%
Galen	223	82	36%
Pine Hills	108	18	16%
State Prison	219	57	26%
Swan River	19	15	78%
Veteran's Home	37	24	64%
Warm Springs	694	368	53%
TOTAL	2,104	867	41%

Intergovernmental Relations

During the public hearings conducted throughout the State, it soon became apparent that the Statewide Classification and Pay Plans would financially impact local governments. The two areas that appear to create the most concern are explained below.

County Welfare Offices

The classification and pay plans have frequently resulted in substantially increasing the cost of personal services in the county welfare offices, i.e. county welfare director's salaries have increased, on the average, approximately \$200 a month. In accordance with the County Welfare Laws (Title 71, Chapter 217, R.C.M. 1947), each county is responsible for fifty percent (50%) of the county welfare office's personnel services cost. County budgets probably have not made provision for the proposed increased costs during the 1974-75 fiscal year. In addition, some counties may have already reached their maximum mill levy that is authorized by law (Title 71, Chapter 106, R.C.M. 1947). In this case, the counties may apply to the State for a grant-in-aid to pay the additional costs.

County Assessor's Offices

While developing the classification and pay plans, a problem developed in the county assessor's offices throughout the State. The salary of County Assessors, who are elected officials, is set by law and based on the taxable valuation and population of the county. The chief deputy's salary is set by statute at 90% of the assessor's salary (Section 25-602 through 25-605 and 84-402 R.C.M. 1947).

In accordance with the Department of Administration's mandate all non-exempt positions in State government have been classified in a uniform manner, including positions in the county assessor's office. The proposed salaries for the county assessor's chief deputy are often more than that authorized by law.

Legislation must be enacted to resolve this problem. Either the chief deputy county assessors must be exempt from the pay plan, or they must be exempt from the statutory salary limitation. Either solution has its drawbacks. If the chief deputies are exempt from the pay plan, other staff members, who are included in the pay plan, may be earning more than the chief deputy. If the chief deputies are exempt from the statutory salary limitation, they may be earning more than the County Assessor and other county officials.

Another potential problem must also be recognized. State salaries are often somewhat higher than those paid in the smaller counties. The proposed salaries for employees in the county assessor's office may create some personnel management and budget problems at the county level.

Merit System Bureau

The Merit System Bureau will continue in existence, working for Merit System agencies as in the past, except for matters dealing with classification and pay which shall be changed as follows:

Classification

Upon implementation of the classification plan, all applicable State agencies, including Merit System agencies, shall adopt and use the new Statewide job classification titles and procedures. Job classifica-

tion titles and procedures previously in use shall be replaced. Hereafter, requests for classification changes will be forwarded from the Merit System Bureau to the Personnel Division for processing in accordance with the procedures now being developed.

Pay

The proposed new Statewide Pay Plan will be presented, via the Executive Budget, to the 1975 Legislature for approval. If adopted, it shall apply to all applicable State agencies, including Merit System agencies, effective January 1, 1975. Should the Legislature not adopt the proposed pay plan, Merit System agencies' pay plans now in use may continue in force. The new job classification titles shall continue to be used whether or not the pay plan is adopted.

EXHIBITS

EXHIBITS

		<u>PAGE</u>
A	Glossary of Classification Terms	43
B	Codified Classification and Pay Law	46
C	Codified Collective Bargaining Law	50
D	Project Progress Report and Management Memo 1-73-12	60
E	Position Description Questionnaire	67
F	Class Specifications	69
G	Notice of Classification	70
H	Classification Grading Schedule	71
I	Conversion Table	72
J	Position Classification System Management Memo 2-74-7	73
K	Key Classes	83
L	Local Governmental Units Surveyed	87
M	Salary Schedule	88
N	Position Detail Form: Management Memos 2-74-3 & 2-74-3A	89
O	Letter To State Employees, September 30, 1974	112
P	Letter To State Employees, October 15, 1974	114
Q	Consultant's Report on the Montana Wage and Salary Survey	116
	Appendix A - National Survey	153
	Appendix B - Regional Survey	164
	Appendix C - In-State Survey	199
R	Socioeconomic Conditions Affecting Employment at Montana's State Institutions	266

GLOSSARY OF CLASSIFICATION TERMS

<u>ABILITIES</u>	See "Required Knowledges, Skills and Abilities."
<u>ALLOCATION</u>	The placement of any position into a particular class and pay grade level.
<u>CAREER LADDER</u>	That structure by which an employee could move upward through higher classes on the basis of ability. (i.e., if there are multiple clerical levels, an employee in the lowest level could conceivably progress through higher levels.)
<u>CLASS</u>	A group of positions sufficiently alike in all respects to be encompassed under a single descriptive title: description of work; examples of duties; minimum qualifications; and pay range.
<u>CLASS TITLE</u>	A descriptive word or phrase which is indicative of the kind and level of work performed by a class. Levels in a class series are indicated in the class title.
<u>EXAMPLES OF DUTIES</u>	A list of examples that describe work typically performed by a class of positions. Included are enough examples as necessary to present a clear, concise picture of the class. The list may not be all inclusive, nor do all positions necessarily perform every duty.
<u>GENERAL STATEMENT OF DUTIES</u>	A capsule description of a class, usually in one sentence and definitive enough to differentiate one class from another.
<u>INCUMBENT</u>	The individual currently occupying a specific position.
<u>KNOWLEDGES</u>	See "Required Knowledges, Skills, and Abilities."
<u>LEVEL</u>	The placement of a particular class in relation to other classes in the same series, and to other classes requiring relatively the same qualifications and experience.

MINIMUM QUALIFICATIONS

The extent and type of education experience, knowledges, skills and abilities an individual must possess to be eligible for employment consideration for a given class.

MIXED POSITION

A position performing two or more unrelated duties. A mixed position is allocated to the class most nearly appropriate for the highest level of work performed, provided that work is performed a substantial amount of time in relation to the other duties.

NECESSARY SPECIAL REQUIREMENTS

Any special registration, licensure, or other requirement based on law, an ordinance or regulation that cannot be included under education and experience, but is necessary for performing the duties of the class (e.g., professional registration).

POSITION

A combination of current duties and responsibilities assigned or delegated by a competent authority to be performed by an individual. The position may be occupied or vacant, full-time or part-time, temporary or permanent.

POSITION CLASSIFICATION

A system of identifying and describing the different kinds of work in an organization and then grouping similar positions under common job classes and titles, and establishing a relationship between these classes.

POSITION JOB AUDIT

The process of collecting information on the duties, responsibilities and other relevant factors relating to a position. There are two types of audits: 1. The field audit, in which the classifier interviews the employee and management to gather facts to compliment the position description. 2. The desk audit, in which the classifier uses the information from the position description, personal knowledge of similar positions and the organization, and previous classification experience.

POSITION DESCRIPTION
QUESTIONNAIRE

A written statement setting forth the duties and responsibilities of a position as the incumbent sees them.

PROMOTION

The movement from one class to another class having a greater degree of responsibility and difficulty and a higher pay grade.

REALLOCATION

Placement of a position from one class to another class found to be more appropriate as a result of a position audit.

REQUIRED KNOWLEDGES
SKILLS AND ABILITIES

Those knowledges, skills and abilities deemed necessary for successful performance of the duties and responsibilities of a particular class. Knowledges are the familiarity with the facts, truths and principles of particular subjects or fields. Skills are the manipulative adequacy and dexterity required for successful job performance. Abilities are the inherent and learned capabilities necessary for performing the required duties and responsibilities assigned to a class of positions.

SERIES

Two or more classes that are similar as to the type of work but different in the level of responsibility and difficulty. These classes generally constitute steps in the normal line of promotion (i.e., Clerk I, Clerk II, Clerk III).

SKILLS

See "Required Knowledges, Skills and Abilities."

SUPERVISION EXERCISED

A statement indicating whether supervision is exercised and if so, over whom. The personnel over whom supervision is exercised can be expressed as technical, clerical professional, etc. (e.g., Exercises supervision over clerical personnel).

SUPERVISION RECEIVED

A statement indicating the type of supervision and from whom it is received. The person from whom supervision is received can be expressed as administrative superior, technical supervisor, foreman, etc. (e.g., Works under general supervision of an administrative superior.)

CHAPTER 9—CLASSIFICATION AND COMPENSATION OF STATE EMPLOYEES

Section

- 59-903. Definitions.
 59-904. Officers and employees excepted from provisions of act.
 59-905. Personnel classification plan—development.
 59-906. Guidelines for classification.
 59-907. Review of positions—change in classification.
 59-908. List of positions maintained—contents.
 59-909. Determination of number and classes of employees in each agency—submission to governor.
 59-910. Department authorization for increase of salary or wage of class.
 59-911. Department authorization for increase in number and class of positions of agency.
 59-912. No limitation on legislative authority.
 59-913. Functions and duties of department—delegation of authority—policies.
 59-914. Merit system continued.

59-903. Definitions. For the purposes of this act:

- (1) "Agency" means any department, board, commission, office, bureau, institution or unit of state government recognized in the state budget.
- (2) "Department" means the department of administration.
- (3) "Program" means a combination of planned efforts to provide a service.
- (4) "Position" means a collection of duties and responsibilities currently assigned or delegated by competent authority, requiring the full-time, part-time, or intermittent employment of one person.

History: En. Sec. 1, Ch. 440, L. 1973.

Title of Act

An act to provide that the department of administration shall develop a wage and salary plan for state employees for submission to the 1975 legislature and be granted immediate authority to develop

a personnel classification plan; providing that salary increases, changes in position classifications and changes in number of employees must be approved by the department of administration; and creating a board for the hearing of grievances that result from the implementation of this act.

59-904. Officers and employees excepted from provisions of act. This act does not apply to the following positions in state government:

- (1) elected officials and their chief deputy and executive secretary;
- (2) officers and employees of the legislative branch;
- (3) judges and employees of the judicial branch;
- (4) members of boards and commissions appointed by the governor, appointed by the legislature or appointed by other elected state officials;
- (5) officers or members of the militia;
- (6) agency heads appointed by the governor;
- (7) academic and professional administrative personnel with individual contracts under the authority of the board of regents of higher education;
- (8) personal staff of the elected officials enumerated in Article VI, section 1, of the constitution of Montana are exempt from sections 59-903, 59-910, and 59-911 of this act, and section 82A-1014.

History: En. Sec. 2, Ch. 440, L. 1973; amd. Sec. 1, Ch. 256, L. 1974.

Amendments

The 1974 amendment inserted "and employees" in the caption and in subdivisions (2) and (3); added "and their chief deputy and executive secretary" to subdivision (1); inserted "and professional administrative" and "with individual con-

tracts" in subdivision (7); added subdivision (8); and made a minor change in punctuation.

Effective Date

Section 2 of Ch. 256, Laws 1974 provided the act should be in effect from and after its passage and approval. Approved March 21, 1974.

59-905

OFFICES AND OFFICERS

59-905. Personnel classification plan—development. The department shall develop a personnel classification plan for all state positions and classes of positions in state service, following hearings involving affected employees and employee organizations, except those exempt in section 2 [59-904] of this act.

History: En. Sec. 3, Ch. 440, L. 1973.

59-906. Guidelines for classification. (1) In providing for the classification plan the department shall group all positions in the state service into defined classes based on similarity of duties performed, responsibilities assumed, and complexity of work so that:

- (a) similar qualifications of education, experience, knowledge, skill and ability can be required of applicants for each position in the class;
- (b) the same title can be used to identify each position in the class;
- (c) similar pay may be provided, under the same conditions, with equity to each position within the class.

(2) A class may consist of only one (1) position.

History: En. Sec. 4, Ch. 440, L. 1973.

59-907. Review of positions—change in classification. The department shall continuously review all positions on a regular basis and adjust classifications to reflect significant changes in duties and responsibilities; provided, however, employees and employee organizations will be given the opportunity to appeal any changes in classifications or positions.

History: En. Sec. 5, Ch. 440, L. 1973.

Temporary Provisions

Section 6 of Ch. 440, Laws 1973 read "The department shall develop a wage and salary plan for presentation to the 1975 legislature. If adopted by the 1975 legislature, the wage and salary plan shall be integrated with the personnel classification plan to ensure that positions within classes are paid at similar rates of pay after considering different rates of pay that may result from merit increases and years of state service."

Section 7 of Ch. 440, Laws 1973 read

"In developing the wage and salary plan the department shall consider all factors, including the results of meetings with employees and employee organizations, that are necessary to ensure that the plan will continuously enable the state service to attract and retain an adequate number of professional, technical and administrative personnel."

Section 8 of Ch. 440, Laws 1973 read "The wage and salary plan shall not decrease the current wage or salary or the value of fringe benefits provided by law to an employee in the state service before the adoption of the plan."

59-908. List of positions maintained—contents. To facilitate state budgeting, and as directed by the department, each agency shall maintain a list of current authorized positions, the number of positions in each class and the salaries or wages being paid, appropriated or proposed for each class.

History: En. Sec. 9, Ch. 440, L. 1973.

59-909. Determination of number and classes of employees in each agency—submission to governor. Based on documentation to be submitted by each agency, the department shall determine the number and classes of positions or number of employees of each agency or program thereof and submit the determinations to the governor for approval or amendment before the beginning of each fiscal year. At any time, upon request of the

agency, the department may, with the approval of the governor, amend the number and classes of positions or number of employees in any agency or program thereof. This section does not limit legislative authority to amend the determinations of the department.

History: En. Sec. 10, Ch. 410, L. 1973.

59-910. Department authorization for increase of salary or wage of class. An agency may not increase the salary or wage of any class of positions without authorization of the department.

History: En. Sec. 11, Ch. 410, L. 1973.

59-911. Department authorization for increase in number and class of positions of agency. An agency may not increase the number and class of positions under its authority without the authorization of the department.

History: En. Sec. 12, Ch. 410, L. 1973.

59-912. No limitation on legislative authority. This act does not limit the authority of the legislature relative to appropriations for salary and wages; and the department shall adjust its determinations in accordance with legislative appropriations.

History: En. Sec. 13, Ch. 410, L. 1973.

59-913. Functions and duties of department—delegation of authority—policies. (1) The department shall:

(a) encourage and exercise leadership in the development of effective personnel administration within the several agencies in the state, and make available the facilities of the department to this end;

(b) foster and develop programs for the improvement of employee effectiveness, including training, safety, health, counseling and welfare;

(c) investigate from time to time the operation and effect of this act and the policies made thereunder and report the findings and recommendations to the governor;

(d) establish policies, procedures and forms for the maintenance of records of all employees in the state service;

(e) apply and carry out this act and the policies thereunder, and perform any other lawful acts which may be necessary or desirable to carry out the purposes and provisions of this act.

(2) The department may delegate authority granted to it under this chapter to agencies in the state service that effectively demonstrate the ability to carry out the provisions of this act, provided that such agencies remain in compliance with policies, procedures, time tables and standards established by the department.

(3) The department shall issue personnel policies for the state. Adequate public notice shall be given to all interested parties of proposed changes or additions to the personnel policies before the date they are to take effect. If requested by any of the affected parties, the department shall schedule a public hearing on proposed changes or additions to the personnel policies before the date they are to take effect.

History: En. Sec. 14, Ch. 410, L. 1973.

59-914. Merit system continued. The merit system, established in 1910 by certain state agencies of state government, as a requirement for receipt of federal funds, shall continue to operate for those agencies under the policies and procedures established by the merit system council.

History: En. Sec. 16, Ch. 410, L. 1973.

Separability Clause

Section 17 of Ch. 410, Laws 1973 read "If a part of this act is invalid, all valid parts that are severable from the invalid

parts remain in effect. If part of this act is invalid in one or more of its applications, the part remains in effect in all valid applications that are severable from the invalid application."

82A-1014. Board of personnel appeals created. (1) There is created a board of personnel appeals.

(2) The board is allocated to the department of labor and industry for administrative purposes only as prescribed in section 82A-108.

(3) The board consists of five (5) members appointed by the governor. Two (2) members shall represent management, two (2) members shall represent employees or employee organizations of the state, and one (1) member shall represent a neutral position.

(4) Any employee or his representative affected by the operation of this act is entitled to file a complaint with the board and to be heard, under the provisions of a grievance procedure to be prescribed by the board. The board may instruct the department to take corrective action that may be necessary to resolve grievances that are found to be legitimate.

(5) The board is designated a quasi-judicial board for purposes of section 82A-112.

History: En. 82A-1014 by Sec. 15, Ch. 419, L. 1973; and. Sec. 1, Ch. 47, L. 1974. scribed in section 82A-112" after "governor" near the beginning of subdivision (3); and added subdivision (5).

Amendments

The 1974 amendment deleted "as pre-

CHAPTER 16—COLLECTIVE BARGAINING FOR PUBLIC EMPLOYEES

- Section
 59-1601. Policy.
 59-1602. Definitions.
 59-1603. Employees' right to join or form labor organization and engage in collective bargaining activities.
 59-1604. Duty to bargain collectively—good faith.
 59-1605. Unfair labor practices of employer or labor organization.
 59-1606. Petition on representation matters—hearing—Notice—election.
 59-1607. Remedies for unfair labor practice—hearing—procedure.
 59-1608. Petition for enforcement of board order—jurisdiction of district court—procedure—finding by board—review.
 59-1608.1. Declaration of policy.
 59-1608.2. Professional instructors and teachers defined as public employees.
 59-1609. Representative of public employer.
 59-1610. Execution of agreement—arbitration procedure—effect of agreement.
 59-1611. Counsel for public parties to litigation.
 59-1612. Dues deducted from employee's pay.
 59-1613. Subpoena powers of board—oaths—refusal to obey—rules.
 59-1614. Mediation of disputes—fact-finding proceedings—arbitration.
 59-1615. Existing collective bargaining agreements not affected.
 59-1616. Administrative Procedure Act applied.

59-1601. Policy. In order to promote public business by removing certain recognized sources of strife and unrest, it is the policy of the state of Montana to encourage the practice and procedure of collective bargaining to arrive at friendly adjustment of all disputes between public employers and their employees.

History: En. Sec. 1, Ch. 441, L. 1973.

Title of Act

An act granting public employers and public employees the right to bargain collectively; providing that the board of personnel appeals may designate labor

organizations to be exclusive representative of employees in certain units; and may also call elections by employees for the same purpose; providing the board of personnel appeals shall establish remedies for unfair labor practices; and providing procedures for carrying out the act.

59-1602. Definitions. When used in this act:

(1) "public employer" means the state of Montana or any political subdivision thereof, including but not limited to, any town, city, county, district, school board, board of regents, public and quasi-public corporation, housing authority or other authority established by law, and any representative or agent designated by the public employer to act in its interest in dealing with public employees;

59-1603

OFFICES AND OFFICERS

(2) "public employee" means a person employed by a public employer in any capacity, except elected officials, persons directly appointed by the governor, supervisory employees and management officials (as defined in subsection (3) and (4) below) or members or any state board or commission who serve the state intermittently, professional instructors, teachers, school district clerks and school administrators, and paraprofessional instructors employed by school boards and districts of this state, registered professional nurses performing service for health care facilities, professional engineers and engineers in training, and includes any individual whose work has ceased as a consequence of, or in connection with, any unfair labor practice or concerted employee action;

(3) "supervisory employee" means any individual having authority, in the interest of the employer to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, discipline other employees, having responsibility to direct them, to adjust their grievances, or effectively to recommend such action, if in connection with the foregoing the exercise of such authority is not of a merely routine or clerical nature, but requires the use of independent judgment;

(4) "management officials" means representatives of management having authority to act for the agency on any matters relating to the implementation of agency policy;

(5) "labor organization" means any organization or association of any kind in which employees participate and which exists for the primary purpose of dealing with employers concerning grievances, labor disputes, wages, rates of pay, hours of employment, fringe benefits, or other conditions of employment;

(6) "exclusive representative" means the labor organization which has been designated by the board as the exclusive representative of employees in an appropriate unit or has been so recognized by the public employer;

(7) "board" means the board of personnel appeals provided for in section 82A-1014;

(8) "person" includes one or more individuals, labor organizations, public employees, associations, corporations, legal representatives, trustees, trustees in bankruptcy, or receivers;

(9) "unfair labor practice" means any unfair labor practice listed in section 5 [59-1605];

(10) "labor dispute" includes any controversy concerning terms, tenure or conditions of employment, or concerning the association or representation of persons in negotiating, fixing, maintaining, changing, or seeking to arrange terms or conditions of employment, regardless of whether the disputants stand the proximate relation of employer and employee;

(11) "appropriate unit" means a group of public employees banded together for collective bargaining purposes as designated by the board.

History: En. Sec. 2, Ch. 441, L. 1973.

59-1603. Employees' right to join or form labor organization and engage in collective bargaining activities. (1) Public employees shall have,

COLLECTIVE BARGAINING FOR PUBLIC EMPLOYEES 59-1603

and shall be protected in the exercise of, the right of self-organization, to form, join or assist any labor organization, to bargain collectively through representatives of their own choosing on questions of wages, hours, fringe benefits, and other conditions of employment and to engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection, free from interference, restraint or coercion.

(2) Public employees and their representatives shall recognize the prerogatives of public employers to operate and manage their affairs in such areas as but not limited to:

- (a) direct employees;
- (b) hire, promote, transfer, assign, and retain employees;
- (c) relieve employees from duties because of lack of work or funds or under conditions where continuation of such work be inefficient and nonproductive;
- (d) maintain the efficiency of government operations;
- (e) determine the methods, means, job classifications, and personnel by which government operations are to be conducted;
- (f) take whatever actions may be necessary to carry out the missions of the agency in situations of emergency;
- (g) establish the methods and processes by which work is performed.

(3) Labor organizations designated in accordance with the provisions of this act are responsible for representing the interest of all employees in the exclusive bargaining unit without discrimination for the purposes of collective bargaining with respect to rates of pay, hours, fringe benefits, and other conditions of employment.

(4) Certification as an exclusive representative shall be extended or continued as the case may be only to a labor or employee organization the written bylaws of which provide for and guarantee the following rights and safeguards and whose practices conform to such rights and safeguards as: provisions are made for democratic organization and procedures; elections are conducted pursuant to adequate standards and safeguards; controls are provided for the regulation of officers and agents having fiduciary responsibility to the organization; and requirements exist for maintenance of sound accounting and fiscal controls including annual audits.

(5) No public employee who is a member of a bona fide religious sect, or division thereof, the established and traditional tenets or teachings of which oppose a requirement that a member of such sect or division join or financially support any labor organization, may be required to join or financially support any labor organization as a condition of employment, if such public employee pays, in lieu of periodic union dues, initiation fees, and assessments, at the same time or times such periodic union dues, initiation fees, and assessments would otherwise be payable, a sum of money equivalent to such periodic union dues, initiation fees, and assessments, to a nonreligious, nonunion charity designated by the labor organization. Such public employee shall furnish to such labor organization written receipts evidencing such payments and failure to make such payments or furnish such receipts shall subject the employee to the same

59-1604

OFFICES AND OFFICERS

sanctions as would nonpayment of dues, initiation fees or assessments under the applicable collective bargaining agreement.

A public employee desiring to avail himself or herself to the right of nonassociation with a labor organization as provided in this subsection shall make written application to the chairman of the board of personnel appeals. Within ten days of the date of receipt of such application, the chairman shall appoint a committee of three (3) consisting of a clergyman not connected with the sect in question, a labor union official not directly connected with the labor organization in question and a member of the public at large, who shall be the chairman. The committee shall, within ten (10) days of the date of its appointment, meet at the locale of either the employee's residence or place of employment and, after receiving written or oral presentations from all interested parties, determine by a majority vote whether or not such public employee qualifies for the right of nonassociation with such labor organization. The committee's decision shall be made in writing within three (3) days of the meeting date and a copy thereof shall be forthwith mailed to such public employee, labor organization and the chairman of the board of personnel appeals.

History: En. Sec. 3, Ch. 441, L. 1973; Amendments
amd. Sec. 1, Ch. 244, L. 1974. The 1974 amendment added subsection (5).

59-1604. Duty to bargain collectively—good faith. The public employer and the exclusive representative, through appropriate officials or their representatives, shall have the authority and the duty to bargain collectively. This duty extends to the obligation to bargain collectively in good faith as set forth in subsection (3) of section 5 [59-1605] of this act.

History: En. Sec. 4, Ch. 441, L. 1973.

59-1605. Unfair labor practices of employer or labor organization. (1) It is an unfair labor practice for a public employer to:

(a) interfere with, restrain, or coerce employees in the exercise of the rights guaranteed in section 3 [59-1603] of this act;

(b) dominate, interfere, or assist in the formation or administration of any labor organization; however, subject to rules adopted by the board under section 12 (3), an employer is not prohibited from permitting employees to confer with him during working hours without loss of time or pay;

(c) discriminate in regard to hire or tenure of employment or any term or condition of employment to encourage or discourage membership in any labor organization; however, nothing in this act or in any other statute of this state precludes a public employer from making an agreement with an exclusive representative to require that an employee who is not or does not become a union member shall be required as a condition of employment to have an amount equal to the union initiation fee and monthly dues deducted from his wages in the same manner as checkoff of union dues;

(d) discharge or otherwise discriminate against an employee because

COLLECTIVE BARGAINING FOR PUBLIC EMPLOYEES 59-1606

he has signed or filed an affidavit, petition, or complaint or given any information or testimony under this act;

(c) refuse to bargain collectively in good faith with an exclusive representative.

(2) It is an unfair labor practice for a labor organization or its agents to:

(a) restrain or coerce employees in the exercise of the right guaranteed in subsection (1) of section 3 [59-1603] of this act, or a public employer in the selection of his representative for the purpose of collective bargaining or the adjustment of grievances;

(b) refuse to bargain collectively in good faith with a public employer, if it has been designated as the exclusive representative of employees;

(c) use agency shop fees for contributions to political candidates or parties at state or local levels.

(3) For the purpose of this act, to bargain collectively is the performance of the mutual obligation of the public employer, or his designated representatives, and the representatives of the exclusive representative to meet at reasonable times and negotiate in good faith with respect to wages, hours, fringe benefits, and other conditions of employment, or the negotiation of an agreement, or any question arising thereunder, and the execution of a written contract incorporating any agreement reached. Such obligation does not compel either party to agree to a proposal or require the making of a concession.

(4) This act does not limit the authority of the legislature, any political subdivision or the governing body, relative to appropriations for salary and wages, hours, fringe benefits, and other conditions of employment.

History: En. Sec. 5, Ch. 441, L. 1973.

59-1606. Petition on representation matters—hearing—notice—election.

(1) Whenever in accordance with such rules as may be prescribed by the board, a petition has been filed:

(a) by an employee or group of employees or any labor organization acting in their behalf alleging that thirty per cent (30%) of the employees:

(i) wish to be represented for collective bargaining by a labor organization as exclusive representative, or

(ii) assert that the labor organization which has been certified or is currently being recognized by the public employer as bargaining representative is no longer the representative of the majority of employees in the unit; or

(b) by the public employer alleging that one or more labor organizations has presented to it a claim to be recognized as the exclusive representative in an appropriate unit, the board or an agent of the board shall investigate the petition, and if it has reasonable cause to believe that a question of representation exists, it shall provide for an appropriate hearing upon due notice. If the board or an agent of the board finds that there is a question of representation, it shall direct an election by secret ballot to

59-1607

OFFICES AND OFFICERS

determine whether, and by which labor organization the employees desire to be represented or whether they desire to have no labor organization represent them and shall certify the results thereof. Only those labor organizations which have been designated by more than ten per cent (10%) of the employees in the unit found to be appropriate shall be placed on the ballot. Nothing in this section prohibits the waiving of hearings by stipulation for the purpose of a consent election in conformity with the rules of the board.

(2) In order to assure employees the fullest freedom in exercising the rights guaranteed by this act, the board or an agent of the board shall decide the unit appropriate for the purpose of collective bargaining, and shall consider such factors as community of interest, wages, hours, fringe benefits, and other working conditions of the employees involved, the history of collective bargaining, common supervision, common personnel policies, extent of integration of work functions and interchange among employees affected, and the desires of the employees.

(3) An election shall not be directed in any bargaining unit or in any subdivision thereof within which, in the preceding twelve (12) month period, a valid election has been held. The board or an agent of the board shall determine who is eligible to vote in the election and shall establish rules governing the election. Unless the majority vote is for no representation by a labor organization and in any election where none of the choices for a representative on the ballot receives a majority, a runoff election shall be conducted; the ballot providing for selection between the two choices receiving the largest and the second largest number of valid votes cast in the election. A labor organization which receives the majority of the votes cast in an election shall be certified by the board as the exclusive representative.

History: En. Sec. 6, Ch. 441, I. 1973.

59-1607. Remedies for unfair labor practice—hearing—procedure. Violations of the provisions of section 5 [59-1605] of this act are unfair labor practices remediable by the board in the following manner:

(1) Whenever a complaint is filed alleging that any person has engaged in or is engaging in any such unfair labor practice, the board, or any agent designated by the board for such purposes, shall issue and cause to be served upon the person a copy of the complaint and a notice of hearing before the board, a member thereof, or before a designated agent, at a time and place therein fixed, not less than five (5) working days after the date of service. Any complaint may be amended by the complainant at any time prior to the issuance of an order based thereon, provided that the charged party is not unfairly prejudiced thereby. The person upon whom the charge is served shall file an answer to the complaint. The complainant and the person charged shall be parties and shall appear in person or otherwise give testimony at the place and time fixed in the notice of hearing. In the discretion of the board or its agent conducting the hearing, any other person may be allowed to intervene in the proceeding and present testimony. In any hearing the board is not bound by the rules of evidence prevailing in the courts.

COLLECTIVE BARGAINING FOR PUBLIC EMPLOYEES 59-1608

(2) The testimony taken by the board or its agent shall be reduced to writing and filed with the board. Thereafter in its discretion the board upon notice may take further testimony or hear argument. If upon the preponderance of the testimony taken the board is of the opinion that any person named in the complaint has engaged in or is engaging in an unfair labor practice, it shall state its findings of fact and shall issue and cause to be served on the person an order requiring him to cease and desist from the unfair labor practice, and to take such affirmative action including reinstatement of employees with or without back pay, as will effectuate the policies of this act. The order may further require the person to make reports from time to time showing the extent to which he has complied with the order. If upon the preponderance of the testimony taken the board is not of the opinion that the person named in the complaint has engaged in or is engaging in the unfair labor practice, then the board shall state its findings of fact and shall issue an order dismissing the complaint. No notice of hearing shall be issued based upon any unfair labor practice more than six (6) months before the filing of the charge with the board, unless the person aggrieved thereby was prevented from filing the charge by reason of service in the armed forces, in which event the six (6) month period shall be computed from the day of his discharge. No order of the board shall require the reinstatement of any individual as an employee who has been suspended or discharged, or the payment to him of any back pay, if it is found that the individual was suspended or discharged for cause. If the evidence is presented before a member of the board, or before an examiner, the member, or the examiner, as the case may be, shall issue and cause to be served on the parties to the proceeding a proposed decision, together with a recommended order, which shall be filed with the board, and if no exceptions are filed within twenty (20) days after service thereof upon the parties, or within such further period as the board may authorize, the recommended order shall become the order of the board.

(3) Until the record in a proceeding has been filed in district court, the board at any time, upon reasonable notice and in such manner as it considers proper, may modify or set aside, in whole or in part, any finding or order made or issued by it.

History: En. Sec. 7, Ch. 441, L. 1973.

59-1608. Petition for enforcement of board order—jurisdiction of district court—procedure—finding by board—review. (1) The board or the complaining party may petition for the enforcement of the order of the board and for appropriate temporary relief or a restraining order, and shall file in the district court, at its own expense, the record in the proceedings. Upon the filing of the petition, the district court shall have jurisdiction of the proceeding. Thereafter, the district court shall set the matter for hearing and shall order the party charged to be served with notice of hearing at least twenty (20) days before the date set for hearing. After the hearing the district court shall issue its order granting such temporary or permanent relief or restraining order as it considers just and proper, enforcing as so modified, or setting aside in whole or in part the order of the board. No objection that has not been raised before

59-1608.1

OFFICES AND OFFICERS

the board shall be considered by the court, unless the failure or neglect to raise the objection is excused because of extraordinary circumstances. The findings of the board with respect to questions of fact, if supported by substantial evidence on the record considered as a whole, shall be conclusive. If either party applies to the court for leave to present additional evidence and shows to the satisfaction of the court that the additional evidence is material and that there were reasonable grounds for the failure to present it in the hearing before the board, the court may order the additional evidence to be taken before the board and to be made part of the record. The board may modify its findings as to the facts, or make new findings, by reason of additional evidence so taken and filed, and it shall file the modifying or new findings with the district court. Any order of the district court shall be subject to review by the supreme court in accordance with rules of civil procedure.

(2) The commencement of proceedings under subsection (1) of this section shall not, unless specifically ordered by the court, operate as a stay of the board's order.

History: En. Sec. 8, Ch. 441, L. 1973.

59-1608.1. Declaration of policy. Since joint decision making is the long accepted manner of governing institutions of higher learning, the legislature declares that it is public policy to encourage that process by authorizing collective bargaining as one part of the decision-making process for the institutions between the professional educational employees and the bargaining units of the university system and community colleges. The legislature recognizes that professional employees possess knowledge, expertise, and dedication which is helpful and necessary to the operation and quality of the institutions and of assistance to the administration in developing policies.

History: En. 59-1608.1 by Sec. 1, Ch. 313, L. 1974.

59-1610, R. C. M. 1947 recognizing collective bargaining rights in the professional educational employees of the university system and community colleges.

Title of Act

An act to amend sections 59-1600 and

59-1608.2. Professional instructors and teachers defined as public employees. Under this act collective bargaining shall be carried out in accordance with the provisions of Title 59, chapter 16, R. C. M. 1947, provided however, the provisions in section 59-1602 (2) excepting professional instructors and teachers from the definition of public employee do not apply for the purposes of this act.

History: En. 59-1608.2 by Sec. 2, Ch. 313, L. 1974.

59-1609. Representative of public employer. The chief executive officer of the state or political subdivision or chairman of the county commissioners, or commissioner of higher education, whether elected or appointed, or his designated authorized representative shall represent the public employer in collective bargaining with an exclusive representative.

History: En. Sec. 9, Ch. 441, L. 1973; amd. Sec. 3, Ch. 313, L. 1974.

Amendments

The 1974 amendment inserted "or commissioner of higher education."

COLLECTIVE BARGAINING FOR PUBLIC EMPLOYEES 59-1614

59-1610. Execution of agreement—arbitration procedure—effect of agreement. (1) and (2) * * * [Same as 1973 Supplement.]

(3) An agreement between the public employer and a labor organization shall be valid and enforced under its terms when entered into in accordance with the provisions of this act and signed by the chief executive officer of the state or political subdivision or commissioner of higher education, or his representative. A publication of the agreement is not required to make it effective. The procedure for the making of an agreement between the state or political subdivision and a labor organization provided by this act is the exclusive method of making a valid agreement for public employees represented by a labor organization.

History: En. Sec. 10, Ch. 441, L. 1973;
amd. Sec. 4, Ch. 313, L. 1974.

Amendments

The 1974 amendment inserted "or commissioner of higher education" near the end of the first sentence of subsection (3).

59-1611. Counsel for public parties to litigation. In any action brought under the provisions of this act in the courts of this state the public employer shall be represented by the attorney general or attorney of subdivision, and the board shall be represented by counsel hired to represent the board for purposes of that proceeding.

History: En. Sec. 11, Ch. 441, L. 1973.

59-1612. Dues deducted from employee's pay. Upon written authorization of any public employee within a bargaining unit, the public employer shall deduct from the pay of the public employee the monthly amount of dues as certified by the secretary of the exclusive representative and shall deliver the dues to the treasurer of the exclusive representative.

History: En. Sec. 12, Ch. 441, L. 1973.

59-1613. Subpoena powers of board—oaths—refusal to obey—rules.

(1) To accomplish the objectives and to carry out the duties prescribed by this act, the board may subpoena witnesses and may administer oaths and affirmations.

(2) In cases of neglect or refusal to obey a subpoena issued to any person, the district court of the county in which the investigations or the public hearings are taking place, or the district court of the first judicial district of this state, upon application by the board, may issue an order requiring such person to appear before the board or agent to produce evidence or give testimony about the matter under investigation. Failure to obey such order may be punished by the court as contempt.

(3) Any subpoena, notice of hearing or other process or notice of the board issued under the provisions of this act shall be served as provided by the rules of civil procedure.

(4) The board shall adopt, amend, or rescind such rules it considers necessary and administratively feasible to carry out the provisions of this act.

History: En. Sec. 13, Ch. 441, L. 1973.

59-1614. Mediation of disputes—fact-finding proceedings—arbitration.

(1) If after a reasonable period of negotiation over the terms of an

agreement, or upon expiration of an existing collective bargaining agreement, a dispute concerning the collective bargaining agreement exists between the public employer and a labor organization, the parties shall request mediation.

(2) If upon expiration of an existing collective bargaining agreement, or thirty (30) days following certification or recognition of an exclusive representative, a dispute concerning the collective bargaining agreement exists between the employer and the exclusive representative, either party may petition the board to initiate fact-finding.

(3) Within three (3) days of receipt of such petition the board shall submit to the parties a list of seven (7) qualified, disinterested persons from which list the parties shall alternate in striking three (3) names, and the remaining person shall be designated fact finder. This process shall be completed within five (5) days of receipt of the list. The parties shall notify the board of the designated fact finder.

(4) If no request for fact-finding is made by either party before the expiration of the agreement, or thirty (30) days following certification or recognition of an exclusive representative, the board may initiate fact-finding as provided for in (3) above.

(5) The fact finder shall immediately establish dates and place of hearings. Upon request of either party of the fact finder, the board shall issue subpoenas for hearings conducted by the fact finder. The fact finder may administer oaths. Upon completion of the hearings, but no later than twenty (20) days from the day of appointment, the fact finder shall make written findings of facts and recommendations for resolution of the dispute and shall serve such findings on the public employer and the exclusive representative. The fact finder may make this report public after thirty (30) days after it is submitted to the parties. If the dispute is not resolved within fifteen (15) days after the report is submitted to the parties, the report shall be made public.

(6) The public employer and the exclusive representative shall be deemed by proper parties to fact-finding proceedings.

(7) The cost of fact-finding proceedings shall be equally borne by the board and the parties concerned.

(8) Nothing in this section prohibits the fact finder from endeavoring to mediate the dispute in which he has been selected or appointed as fact finder.

(9) Nothing in this section prohibits the parties from voluntarily agreeing to submit any or all of the issues to final and binding arbitration, and if such agreement is reached the arbitration shall supersede the fact-finding procedures set forth in this section. An agreement to arbitrate, and the award issued in accordance with such agreement shall be enforceable in the same manner as is provided in this act for enforcement of collective bargaining agreements.

History: En. Sec. 14, Ch. 441, L. 1973.

Feasibility Clause

Section 15 of Ch. 441, Laws 1973 read "If any provision of this act or the application of such provision to any person

or circumstance is held invalid, the remainder of this act or the application of such provision to persons or circumstances other than those as to which it is held invalid shall not be affected thereby."

59-1615. Existing collective bargaining agreements not affected. Nothing in this act shall be construed to remove recognition of established collective bargaining agreements already recognized or in existence prior to the effective date of this act.

History: En. Sec. 16, Ch. 441, L. 1973.

59-1616. Administrative Procedure Act applied. All hearings and appeals shall be in accordance with the appropriate provisions of the Montana Administrative Procedure Act [82-4201 to 82-4225].

History: En. Sec. 17, Ch. 441, L. 1973.



DEPARTMENT OF ADMINISTRATION

THOMAS L. JUDGE
GOVERNOR*Memorandum*

TO: All State Agencies

FROM: *Doyle B. Saxby*
Doyle B. Saxby
Director

DATE: March 21, 1974

SUBJECT: Position Classification Plan
Project Progress Report

The Department of Administration's Personnel Division has prepared a progress report on the Position Classification Plan Project. A copy is attached because I believe you will find it informational and of considerable interest to your employees. If you have any questions, contact Lee Tickell, Administrator, Personnel Division, Telephone 449-2743.

March 20, 1974

COMMUNICATION:

Telephone contacts, formal meetings and informal meetings have been held in our continuing effort to insure that all questions relative to classification are answered, any problems which develop are resolved and as a periodic check on the progress within departments.

CORRESPONDENCE:

Since October 31, 1973, correspondence from the Personnel Division includes the following:

Letters to department heads and employee group representatives inviting interested persons to attend the Montana Classification Seminar and to advise them of briefings on the Classification and Wage and Salary Plans. Prior to scheduled field audit trips, 65 letters were sent to 18 department heads and 24 letters were sent to 13 employee groups in the Helena, Missoula, Kalispell, Miles City, Wolf Point, Glendive, Glasgow, Bozeman, Butte and Billings areas. Letters were also sent to department directors and employee groups with information regarding classification activities and asking for comments and recommendations on the Classification and Wage and Salary Plans.

MEETINGS:

Formal and informal meetings, most of which included a presentation, have been held with 951 employees from 15 departments and 3 offices of elected officials and with 172 representatives from 21 employee groups. Kits of classification information have been prepared and were distributed; pamphlets for Position Description Questionnaires and Job Audits were given to the Department Job Analysts and the Personnel Division Job Analysts.

TRAINING:

The Personnel Division sponsored the Montana Classification Seminar conducted from November 12 through 16, 1973, at the Army Reserve Training Center in Helena. The Seminar was conducted by Bob Johnson and Ernesto Norte of the Denver Region U. S. Civil Service Commission and Daniel Miller, State Classification Officer. A total of 62 persons attended the seminar. They represented 27 divisions of 13 departments and 6 employee groups. The training was funded under the Intergovernmental Personnel Act and cost approximately \$1,500. No charge was made to the participants. The topics covered were:

- The relationship of classification to management and employees.
- Practical exercises in writing a position description questionnaire.
- Conducting a position audit.
- Writing a class specification and setting up class series.
- Benchmark positions, horizontal and vertical classifications and wage and salary surveys were also discussed.

A group examination was given and a panel discussion on policies and procedures concluded the seminar.

POSITION DESCRIPTIONS:

Position Description Questionnaires were distributed to all state employees on November 14, 1973. To date, 8,246 of a possible 10,692 or 77%, have been completed and returned to the Personnel Division. There are a number of valid reasons for not having all questionnaires returned to date. Follow-ups are being made to insure return of 100%.

JOB AUDITS:

To verify the position descriptions and to ascertain the duties and responsibilities of the respective employees, we are auditing specific positions within State Government. Our goal is to audit 25% (approximately 2,400) of the total positions to be classified. In addition to job audits in Helena, field audits have been conducted in the Missoula, Kalispell, Miles City, Glendive, Wolf Point, Bozeman, Butte and Billings areas. Audits have been conducted at the following departments. Also listed are the numbers of positions which have been audited and tentatively classified:

<u>DEPARTMENT</u>	<u>AUDITED</u>	<u>TENTATIVE CLASSIFICATIONS</u>
Justice	23	13
Secretary of State	6	5
State Auditor	1	1
State Treasurer	8	6
Superintendent of Public Instruction	3	2
Administration	98	98
Agriculture	12	11
Business Regulations	5	4
Education	168	38
Fish & Game	76	31
Health & Environmental Sciences	20	5
Highways	263	99
Institutions	264	59
Intergovernmental Relations	28	16
Labor & Industry	70	18
Livestock	33	28
Military Affairs	15	15
Natural Resources & Conservation	52	36
Professional & Occupational Lic.	17	12
Public Service Regulations	4	--
Revenue	91	91
Social & Rehabilitation Services	130	72
State Lands	22	20
Supreme Court	5	5
TOTAL	<u>1414</u>	<u>685</u>

Several additional department analysts have been auditing jobs within their respective departments. Approximately 150 audits have been completed by those analysts.

Before final classifications are assigned to all jobs in any department, we will meet with the Department Head, and/or his designee, and thoroughly review the proposed job titles, series, and grade levels.

Such discussions should resolve any specific problem areas.

In addition, R.C.M. 1947 59-907 (Temporary provisions) provides in part that:

"---hearings involving affected employees and employee organizations will be held prior to finalizing a classification plan. Public hearings will be held prior to implementation of the Classification Plan."

BENCHMARK POSITIONS - CLASSIFICATION STANDARDS:

We are progressing on the establishment of benchmark positions, which will become our classification standards. Many of the first job audits were devoted to positions which will become benchmark jobs. However, the general quality of the completed Position Description Questionnaires has been low. This has resulted in the need to conduct more job audits than initially planned before the classification standards are established.

IMPLEMENTATION:

Preliminary meetings and follow-up discussions have resulted in a proposed method of implementing the Classification Plan and the Salary Plan. The need to provide all employing agencies, each employee, and units, such as Payroll, with specific data regarding classification and salaries has been identified. An "implementation module" to affect such actions and to interface with existing systems has been preliminarily designed.

COMMENTS:

We are sincerely grateful for the personal assistance provided by all Departments in our classification efforts. They have provided outstanding cooperation in scheduling and in making employees available for job audits.

The response to our many meetings with employees, supervisors and employee representatives has been very positive. Most employees are pleased by management's effort to provide uniform job titles, classification and, eventually, equal pay to all employees who have equal responsibilities. They also view the endeavor of State employees classifying state jobs as being most appropriate.

We have received many excellent suggestions from employee representatives and management regarding the Classification Plan and the Wage and Salary Plan. We anticipate further meetings and discussions on these two plans in March and April 1974.



DEPARTMENT OF ADMINISTRATION

HELENA 59801

November 8, 1973

MANAGEMENT MEMO 1-73-12

TO: All State Department Directors

FROM: 
Doyle B. Saxby, DirectorSUBJECT: Personnel Classification Plan
Wage and Salary Plan

This management memo is a follow up on our briefing of November 5, 1973, regarding the implementation of the Classification and Pay Studies.

Each Department will actively participate in the gathering of information, reviewing completed questionnaires, auditing positions, classifying positions and gathering wage and salary data. Please distribute one of each of the attached Position Description Questionnaires, Position Description Instructions and my covering memorandum to each employee in your department. This should be done as soon as possible. In addition, procedures should be established to review the Questionnaires as they are completed and turned in.

The Questionnaires must be returned to the Department of Administration by December 28, 1973; however, we would appreciate receiving them as soon as your review function is completed. This will give us longer to coordinate our activities with your work schedules. The Department of Administration's Personnel Division analysts will be working with your job analyst(s) to determine what positions should be audited, establish priorities and develop a working schedule.

We plan to be classifying positions from December 1973 through April 1974. Your cooperation and support in this program to improve the personnel management throughout State government is sincerely appreciated.

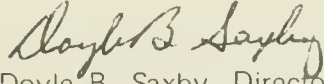


STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION

HELENA 59601

November 12, 1973

TO: All State Employees

FROM: 
Doyle B. Saxby, Director

SUBJECT: **Personnel Classification Plan**
Wage and Salary Plan

The Department of Administration, Personnel Division, is actively engaged in establishing a uniform Classification Plan and a uniform Wage and Salary Plan for State employees. Your personal cooperation and participation is needed and is requested to accomplish this large and complicated task.

Each employee who is to be covered under these two plans is requested to complete the attached Position Description Questionnaire. It will then be reviewed by:

- Your supervisor;
- Your agency head or his/her designee;
- A job analyst within your department; and
- A job analyst from the Department of Administration's Personnel Division.

You should complete the Questionnaire and submit it to your supervisor as soon as possible as they must be reviewed before returning them to the Department of Administration by no later than 12-28-73.

It is most important that we have active participation from all employees, supervisors and departments so the classifications arrived at are uniform within the State. The classification descriptions must completely and fairly be prepared for each employee in order for us to establish equal pay for equal work and equal job responsibility throughout State government.

Senate Bill 411 which provided for the Personnel Classification Plan and the Wage and Salary Plan wisely protected each employee against loss of pay when these two plans are approved and implemented. You can be assured that no one shall have their salary reduced due to implementation of either of these two plans. We will work to our utmost to ensure that each State employee receives equal pay for equal work wherever assigned and that no State employee will suffer a reduction in salary due to implementation of these plans.

I urge each of you to cooperate with those persons responsible for gathering data relative to these two plans. We will provide periodic progress reports to each agency as we classify positions and conduct wage and salary surveys throughout State government.

Thanks in advance for your cooperation.

POSITION DESCRIPTION INSTRUCTIONS

The job description is the basic document used in classifying positions. The following guides have been developed to assist you in preparing the job description for your position.

Items numbered 1 through 11, on the Questionnaire, are to be completed by the employee. Items 1-4 and 10-11 are self-explanatory. The following numbered items correspond to the numbered items on the Position Description Questionnaire and describe the information to be included.

5. Define your job. State briefly what is done by the unit in which you work. Explain how your job fits in with others in the organization, and make clear the purpose of your position. This should be as brief and concise as possible. Do not copy the class specification for your job description.
6. List your different kinds of duties. Describe each briefly, but in enough detail to give a clear understanding of your work. Start with the primary duties of your position. Then estimate the percentage of time for each.

Explain the scope and effect of your work. State how and to what extent your actions, recommendations and decisions affect your organization, other agencies, your clients or the public. Explain the consequences of possible mistakes or errors in judgment. Describe how you influence the quality of work produced by others. Explain the extent of your authority to speak or act for your agency or organization. Describe the effects of your work on (1) policy, procedure and organization; (2) use of people, material, equipment and funds.

State the nature and extent of the mental demands of your position. They may include any or all of the following:

- A. Initiative, that is, taking action without specific instructions.
- B. Originality, that is, the creativeness or inventiveness demanded by the work.
- C. Judgement, that is, the selection of the best course of action.
- D. Any other significant mental demand.

List anything else that affects your position. Specify any job conditions or other considerations not covered elsewhere in your position description which affect the responsibility or difficulty of your work.

7. If you have any responsibility for the work of others, explain the nature and extent of your supervision and guidance of their work. This includes supervision over those who report to you and their subordinates, and it also includes indirect and functional responsibility. State by kinds of jobs the employees for whom you are responsible and to what extent.
8. What are the knowledges, skills and abilities required. State any knowledges, skills, and abilities actually required by the job. For instance, include specific manual skills, physical abilities and aptitudes required. Identify the tasks concerned in each case and describe how and why such requirements are necessary.
9. Describe the supervision and guidance you receive. State what supervision and help you receive before, during and after performance of your assignments from your supervisor, others, written guides or practices. Describe any other guides for doing your work, such as regulations, procedures, practices, manuals and standards, and tell how directly they affect your work.

9. Type of supervision the supervisor exercises over your position. Check one.

- Works closely with me.
- Provides specific instructions but only reviews the completed work.
- Assigns priorities and reviews my work after it is completed.
- I work independent of supervision but completed work assignments are reviewed.
- Other (please describe) _____

10. Name and Title of Your Immediate Supervisor: Name: _____
 Title: _____

11. I certify that I have read the instructions, that the entries made above are my own, and to the best of my knowledge are accurate and complete.

Date: _____ Employee Signature: _____

TO BE FILLED IN BY THE IMMEDIATE SUPERVISOR

12. What education and experience are necessary to the proper performance of this job? _____

13. Special Qualifications: (Registration, Licensing, etc.) _____

14. What level of supervision do you exercise over this position? Check one.

- Works closely with me.
- Specific instructions are provided and completed work is reviewed.
- Priorities are assigned and completed work is reviewed.
- Works independently of supervision but completed work assignments are reviewed.
- Other (please describe) _____

15. Please comment on the above statements made by the employee. Indicate below by item number any inaccuracies or statements with which you disagree, or include data you deem necessary for more clarity. Also indicate the suggested classification.

Item No.	Comments

I certify that I have reviewed the questionnaire, that the entries made above are my own, and to the best of my knowledge are accurate and complete.

16. Date: _____ Signed: _____
Immediate Supervisor

TO BE FILLED IN BY THE DEPARTMENT HEAD OR HIS DESIGNATED REPRESENTATIVE

17. Date: _____ Signed: _____
Approved by: Department Head or Designee
 (If not approved, indicate reason(s) in item 15 or attach explanation.)

TO BE COMPLETED BY STATE PERSONNEL DIVISION AND THE DEPARTMENT'S JOB ANALYST

18. Title, Series and Grade: _____

19. Signature: _____ Date: _____

20. Reviewed by: Signature: _____ Date: _____
Personnel Division Job Analyst



STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION

CLASS SPECIFICATIONS

CLASS CODE	▶ 166012
GRADE	▶ 13
LAST UPDATED	▶ 7-1-74

OCCUPATIONAL GROUP

Personnel and Training, Administration Occupations

MONTANA CLASSIFICATION TITLE

Personnel Officer I

DESCRIPTION OF WORK

GENERAL DUTIES: Performs professional personnel duties of average difficulty in a department or institution.
SUPERVISION RECEIVED: Works under general supervision of an administrative superior.
SUPERVISION EXERCISED: Exercises supervision over clerical personnel.

EXAMPLE OF DUTIES

Screens and interviews applicants for employment and recommends selection or non-selection; does recruitment and classification work; advises operating supervisors and officials on rules, regulations and proper personnel practices and procedures and consults with them on matters such as performance evaluation, promotion, demotion, transfer and dismissal; handles personnel transfer and dismissal; personnel transactions and record keeping; supervises and participates in maintenance of personnel files; studies and recommends personnel policies and procedures; advises employees on rules, regulations, fringe benefits and other matters of interest to them; develops and participates in orientation and other training programs; develops employee manuals, booklets and other informational material; assists in union negotiations and hearings; does public contact work; recruits and trains volunteers; may supervise and participate in payroll computation and records keeping; performs related work as required.

MINIMUM QUALIFICATIONS

KNOWLEDGES: Working knowledge of the principles and practices of public personnel administration, including recruitment, interviewing, classification transactions, records keeping, theory of management and supervision. Some knowledge of employee and labor relations; training and supervision.
SKILLS: None.
ABILITIES: Ability to apply good personnel practices to departmental activities and operations; to maintain complex records and files; to effectively deal with employees, officials and the public; to write and speak effectively.
EDUCATION: Graduation from a college or university with a Bachelor's degree in Business Administration or Public Administration.
EXPERIENCE: Two years of increasingly responsible personnel experience.

OR

Any equivalent combination of education and experience.

USER AGENCIES		All	*	As Noted Below	All Except Those Noted Below
	5401	5801	6402	6412	

NOTE: Duties described above are not necessarily all inclusive for this class.

STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION

TENTATIVE NOTICE OF CLASSIFICATION

AGENCY


SOCIAL SECURITY POSITION
NUMBER NUMBER

-----EMPLOYEE NAME-----

TO THE EMPLOYEE,
AS PROVIDED FOR IN TITLE 59 CHAPTER 9 OF THE REVISED CODES OF MONTANA, 1947,
ALL STATE EMPLOYEES NOT EXEMPTED BY THE PROVISIONS OF THAT LAW ARE TO BE
CLASSIFIED ACCORDING TO A UNIFORM STATEWIDE PLAN.

THIS NOTICE TENTATIVELY IMPLEMENTS THE STATEWIDE POSITION CLASSIFICATION PLAN
EFFECTIVE IMMEDIATELY. THE FINAL NOTICE OF CLASSIFICATION WILL BE DISTRIBUTED
OCTOBER 31, 1974. EMPLOYEES ARE GUARANTEED BY LAW THE RIGHT TO APPEAL THEIR
CLASSIFICATION UNDER PROCEDURES ESTABLISHED BY THE BOARD OF PERSONNEL
APPEALS. A DETAILED EXPLANATION IS ATTACHED TO THIS TENTATIVE NOTICE
OF CLASSIFICATION.

.....CLASSIFICATION.....
CODETITLE..... GRADE

 STATE OF MONTANA DEPARTMENT OF ADMINISTRATION PERSONNEL DIVISION		CLASSIFICATION GRADING SCHEDULE					
		GRADING SCHEDULE APPLIES TO CLASSIFICATION REQUEST	Agency No.	Branch No.			
GRADING FACTORS		Specify Discipline	Point Available		Agency	Grading	Personnel Unit
			Subst. than prof. admin.	Prof. admin. only			
1. Minimum Educational Requirement	A.	Post doctoral or equivalent	11	19			
	B.	Ph. D., M.D., Veterinarian; Attorney		10			
	C.	Masters, Engineer, Architect		9			
	D.	B.S., B.A.		8			
	E.	2 years college		5	5		
	F.	2 years technical school		5	5		
	G.	High school graduation		3	3		
2. Minimum Experience Required	A.	6 years or more	10	10			
	B.	5 years	9	9			
	C.	4 years	8	8			
	D.	3 years	6	6			
	E.	2 years	5	5			
	F.	1 year	3	3			
3. Physical Demands	A.	Heavy (50+ pounds continuous)	5	5			
	B.	Moderate (25-49 pounds continuous)	3.4	3.4			
	C.	Light (5-24 pounds continuous)	1.2	1.2			
	D.	Sedentary	0	0			
4. Working Conditions	A.	Poor	5.6	5.6			
	B.	Moderate	3.4	3.4			
	C.	Marginal	1.2	1.2			
	D.	Good	0	0			
5. Supervisor Received	A.	Policy guidance only	8	10			
	B.	Works independently and work is reviewed	6.7	8.9			
	C.	Priorities are assigned and work is reviewed	4.5	6.7			
	D.	Specific instructions are provided and work is reviewed	2.3	4.5			
	E.	Works closely with supervisor (immediate/direct)	0.1	0.3			
6. Supervision Exercised	A.	Large professional or mixed staff	10-20	10-20			
	B.	Medium staff (10+) technical or professional	6.9	6.9			
	C.	Small staff (4-9) clerical, technical or professional	3.5	3.5			
	D.	Small staff (3 or less) clerical, technical or professional	1.2	1.2			
7. Authority Exercised	A.	Overall responsibility for an institution or major activity		4.5			
	B.	Administrator of a division or equivalent		3			
	C.	Chief of a bureau or equivalent	2	2			
	D.	Supervisor of a section or equivalent	1	1			
8. Responsibility Level	A.	Total discretionary	5	9-10			
	B.	75% discretionary	4	7-8			
	C.	50% discretionary	3	5-6			
	D.	25% discretionary	2	3-4			
	E.	Less than 25% discretionary	0.1	0.2			
9. Other (Specify)	A.						
	B.						
	C.						
TOTAL POINTS							
CORRESPONDING GRADE LEVEL							

POINT-GRADE CONVERSION TABLE	
POINTS	GRADE
0-1	1
2-3	2
4-5	3
6-7	4
8-9	5
10-11	6
12-13	7
14-15	8
16-17	9
18-20	10
21-22	11
23-25	12
26-27	13
28-30	14
31-34	15
35-39	16
40-45	17
46-50	18
51-54	19
55-58	20
59-62	21
63-65	22
66-67	23
68-69	24
70-71	25



MANAGEMENT MEMO

EXHIBIT 1

	VOL.	YEAR	NO.
MANAGEMENT MEMO NUMBER	2	74	7
DATE ISSUED	7/20/74		
DATE EFFECTIVE	7/1/74		

SUBJECT ▶ POSITION CLASSIFICATION SYSTEM

TO: All State Agencies
Doyle B. Saxby
 Doyle B. Saxby, Director

FROM: Department of Administration

OVERVIEW

All known non-exempt positions have been classified and the Notices of Classification have been delivered to appropriate agency officials. The detail appearing on these Notices establish the staffing pattern for the subject agency insofar as that agency's non-exempt positions are concerned as of June 30, 1974. All changes to the configuration of CLASSIFICATIONS appearing on the agency's Notice must be approved by the Department of Administration, Personnel Division.

The assignment of an individual to an authorized classification as shown in the Notice, is NOT mandatory. This information is included only to ASSIST in the process of evaluating the classifications.

In developing the 1975-77 biennium budget and in the process of maintaining the classification structure during the 1974-75 fiscal year, you may choose from the ENTIRE inventory of available classifications and assign individuals thereto accordingly. Classifications selected are subject to review and approval by both the Department of Administration and the Office of Budget and Program Planning before they have full force and effect insofar as classifications and staffing patterns are concerned.

An agency's request to change its classification structure is made via the Position Detail Form described in Management Memo 2-74-3. Each Position Detail Form submitted will be reviewed by the Personnel Division and follow-up contact made with the agency as considered necessary. It is, of course, possible that a requested change from the 6-30-74 base could be rejected.

After the salary and wage survey has been completed and the proposed Pay Plan adopted, needed adjustments will be advocated by the Department of Administration.

The State's Classification Manual will be released as soon as agency orders for the Manuals have been received. Volume One of the Manual contains the statewide inventory of classification--including each agency's authorized staffing pattern (with NO reference being made to incumbents). Volume Two contains the specifications for each classification (this volume will not be available until September).

In the process of evaluating an agency's classification structure, the need for a position for which there is no classification in the statewide inventory may be noted. In this case, the needed classification is to be requested from the Department of Administration, Personnel Division, through use of forms and procedures prescribed in this management memo. Basically, a Classification Request and Classification Grading Schedule must be completed and submitted to the Personnel Division for consideration.

BASIC IMPLEMENTATION PLAN

It is the intent and purpose of the Notice of Classification (recently delivered to appropriate agency officials) to classify all non-exempt positions authorized for use by non-exempt agencies or portions thereof as of June 30, 1974. Any changes (additions, deletions or modifications) in the array of non-exempt classifications specified for an agency must be approved by the Department of Administration for the Governor. As such, the Notice of Classification constitutes the beginning of a centrally monitored and maintained Position Classification System.

CLASSIFICATION MODIFICATION POLICY

Because the public hearings with affected employees and employee organizations required by Section 59-905, R.C.M. 1947, have not yet been held and because it has not been possible to update the inventory of Position Description Questionnaires obtained several months ago, the Department of Administration will be comparatively flexible in approving reasonable modifications to an agency's classification structure for the next several months. In no case, however, will the Department of Administration be able to approve a modification that incorrectly depicts a position's skill level. To do otherwise would degrade the Classification Plan and have a detrimental affect on the forthcoming Pay Plan.

STAFFING PATTERN

All changes in an agency's staffing pattern from the June 30, 1974 base require approval. The agency's request and the approval from the Budget Office and the Personnel Division is achieved through use of the Position Detail Form. If required, either of the two operations concerned may require further justification for requested changes. The Budget Office will be primarily concerned from a workload-fiscal standpoint; the Personnel Division will be primarily concerned with classification.

ASSIGNMENT OF INDIVIDUALS

Although the name of the individual presently believed to be the classification's incumbent is shown on the Notice of Classification, it is NOT mandatory that the individual so identified be assigned to that classification (position). For now, the assignment of individuals to authorized classifications is the prerogative of the appointing agency.

LEVEL OF CONTROL

On the Notice of Classification, the authorized classifications within an agency have been presented by the organizational subdivisions within the agency. The authorized classifications and positions are to be controlled by the Department of Administration at the agency and program levels, however.

CLASSIFICATION MANUAL

The Classification Manual will be published and maintained by the Department of Administration, Personnel Division. Volume One will contain the statewide inventory of classifications presented in four parts:

- o Numeric by classification number;
- o Alphabetic by classification title;
- o Grade grouping; alphabetic by classification title within grade; and
- o Agency Listing; alphabetic by classification title within grade.

Volume Two will contain the specifications for each classification included in the statewide inventory. Volume Two will not be available for distribution until September.

Each agency is requested to order the quantity of Manuals needed to effectively conduct this phase of its operations. Please PROMPTLY return the attached request form specifying the precise mailing or deadhead address of each manual holder to the Department of Administration, Personnel Division.

ADDITION OF CLASSIFICATIONS


In formulating the budget for the 1975-77 biennium and in the process of preparing the Position Detail Forms required by Management Memo 2-74-3, you may find the need to (for example):

- o Add a non-exempt position for which no classification appears to be provided;
- o Delete a classification of which your agency is the only user; and/or
- o Modify the specifications for an existing classification.

In each case, a properly completed Classification Request is to be submitted to the Department of Administration, Personnel Division, for review and action.

PREPARATION OF CLASSIFICATION REQUEST

A reduced copy of the Classification Request with instruction code numbers is shown on the following page:

 STATE OF MONTANA DEPARTMENT OF ADMINISTRATION PERSONNEL DIVISION		CLASSIFICATION REQUEST <input type="checkbox"/> ADD <input type="checkbox"/> MODIFY <input type="checkbox"/> DELETE	
		AGENCY REQUEST NUMBER _____ DATE REQUESTED _____ DESIRED EFFECTIVE DATE _____	
RECOMMENDED CLASSIFICATION ASSIGNED BY PERSONNEL DIV.		CLASSIFICATION TITLE	CLASS. CODE Dot Mont Grade
Total points from Classification Grading Schedule (a completed copy of the Grading Schedule must be attached to this request)		Agency Personnel	5A 5B
General description of duties (do not repeat factors in the Grading Schedule)			
CLASSIFICATION AFFECTED CODE TITLE			
Identify factor to be modified and explain why or justify request for deletion <input type="checkbox"/> DOT PLACEMENT <input type="checkbox"/> CLASSIFICATION TITLE <input type="checkbox"/> GRADE <input type="checkbox"/> CLASS SPECIFICATIONS			
AGENCY Code Name		AGENCY OFFICIAL SIGNATURE TITLE	
APPROVED AS REQUESTED APPROVED WITH MODIFICATION DISAPPROVED		Dot Placement Grade Title Description	
The statewide inventory and class. specifications will be updated accordingly			
AUTHORIZED SIGNATURE		DATE SIGNED	

The Classification Request is a four-part form (available from the General Services Division) to provide for the following distribution:

- Original: Personnel Division
- 1st Copy: Personnel Division for return to agency
- 2nd Copy: Personnel Division for forwarding to the Budget Office
- 3rd Copy: Agency Pending File

TO COMPLETE THE FORM

1. As appropriate, mark either the add, modify or delete block in the form's header (only one action per form is permitted).

2. Assign an agency request number beginning, in most cases, with "1". A log should be maintained to record documents issued and the status of each (when issued; when returned; action taken; etc.).

3. Record the date the document was prepared on the "Date Requested" line.

4. Indicate the latest date that the action requested should be taken on the "Desired Effective Date" line.

5. If the action is ADD:

A. Complete only the "Recommended Classification" line of Part A.

1. Refer to either volume of the Classification Manual for descriptions of available DOT (Dictionary of Occupational Titles) codes (the first three digits of the classification code) and select and record the most appropriate one in the block provided.

2. Record the recommended grade for the classification obtaining same from the Classification Grading Schedule (described later).

3. Complete the "Classification Title" block recording therein a title that you believe best describes the new classification.

B. Complete the "Total Points From Classification Grading Schedule" line by recording the total point score tallied on the Grading Schedule.

C. Describe the duties to be performed by the position in the space provided. Do NOT repeat factors included on the Classification Grading Schedule. Attach supplements if required.

6. If the action is to MODIFY or DELETE:

A. Record the full six-digit classification code and classification title which is to be modified or deleted on the "Classification Affected" line in Part B.

B. In the case of a modification, identify the factor or factors to be modified in the space provided (each of the four factors may be identified on one form). Explain why each factor should be modified.

C. If the classification's grading is to be modified, complete and attach the required copies of the Classification Grading Schedule.

D. In the case of a delete, state why the classification should be deleted.

7. In all cases, the SBAS agency code and name of the requesting agency must be identified and the Request must be signed by an appropriate agency official. It is suggested, in most cases (as a minimum), that Requests be signed by the agency's personnel officer or equivalent.

8. Once received, the Personnel Division will review each request and take whatever action if considered justified. As shown, there are three options:

- o Approve as requested;
- o Approve with modification; and
- o Disapprove.

In the latter two cases, the reason(s) therefore will be explained in writing.


Once action has been taken, a copy of the completed Classification Request and accompanying Grading Schedule will be returned to the submitting agency and copies forwarded to the Budget Office. Also, the Personnel Division will cause needed changes to be made in the Classification Manual.

CLASSIFICATION GRADING SCHEDULE

The Classification Grading Schedule serves two purposes:

- o To determine the skill level (grading) of a classification; and
- o To assist in the preparation of class specifications for the new classification.

A Grading Schedule is to be prepared in quadruplicate and attached to the corresponding copies of the Classification Request whenever an add action or grade modification action is involved. A reduced copy is shown on the following page (sets are available from the General Services Division).

 STATE OF MONTANA DEPARTMENT OF ADMINISTRATION PERSONNEL DIVISION		CLASSIFICATION GRADING SCHEDULE		GRADING SCHEDULE APPLIES TO CLASSIFICATION REQUEST		Agency No.	Request No.
				Specify Discipline		Point Available other than prof. admin. only	Point Available prof. admin. only
1. Minimum Educational Requirement	A.	Post doctoral or equivalent			11	19	
	B.	Ph. D., M.D., Veterinarian, Attorney			10		
	C.	Master's, Engineer, Architect			9		
	D.	B.S., B.A.			8		
	E.	2 years college			5	5	
	F.	2 years technical school			5	5	
	G.	High school graduation			3	3	
2. Minimum Experience Required	A.	6 years or more			10	10	
	B.	5 years			9	9	
	C.	4 years			8	8	
	D.	3 years			6	6	
	E.	2 years			5	5	
	F.	1 year			3	3	
3. Physical Demands	A.	Heavy (50+ pounds continuous)			5	5	
	B.	Moderate (25-49 pounds continuous)			3-4	3-4	
	C.	Light (5-24 pounds continuous)			1-2	1-2	
	D.	Sedentary			0	0	
4. Working Conditions	A.	Poor			5-6	5-6	
	B.	Moderate			3-4	3-4	
	C.	Marginal			1-2	1-2	
	D.	Good			0	0	
5. Supervision Received	A.	Policy guidance only			8	10	
	B.	Works independently and work is reviewed			6-7	8-9	
	C.	Priorities are assigned and work is reviewed			4-5	6-7	
	D.	Specific instructions are provided and work is reviewed			2-3	4-5	
	E.	Works closely with supervisor (immediate/direct)			0-1	0-3	
6. Supervision Exercised	A.	Large professional or mixed staff			10-20	10-20	
	B.	Medium staff (10+) technical or professional			6-9	6-9	
	C.	Small staff (4-9) clerical, technical or professional			3-5	3-5	
	D.	Small staff (3 or less) clerical, technical or professional			1-2	1-2	
7. Authority Exercised	A.	Overall responsibility for an institution or major activity				4-5	
	B.	Administrator of a division or equivalent				3	
	C.	Chief of a bureau or equivalent			2	2	
	D.	Supervisor of a section or equivalent			1	1	
8. Responsibility Level	A.	Total discretionary			5	9-10	
	B.	75% discretionary			4	7-8	
	C.	50% discretionary			3	5-6	
	D.	25% discretionary			2	3-4	
	E.	Less than 25% discretionary			0-1	0-2	
9. Other (specify)	A.						
	B.						
	C.						
TOTAL POINTS							
CORRESPONDING GRADE LEVEL							

In most cases, the preparation of the Classification Grading Schedule is self-explanatory. Above all else, its successful preparation depends on the preparer's objectivity and ability to assess the true requirements of the classification. Note that the form provides two grading columns: One for the agency's evaluation; one for the Personnel Division's evaluation. Hopefully, these two sets will be very close most of the time. Remember: It is the JOB that is being graded--NOT THE INCUMBENT OR POTENTIAL INCUMBENT.

Note also that the "points available" are divided in two columns: One for other than professional and administrative classifications and one for professional and administrative classifications ONLY. Generally speaking, as shown on the Grading Schedule, if a Bachelor's Degree or greater is required, the classification should be processed as "professional-Administrative." In any case, the initial selection of columns is an agency prerogative.

Under item 4 "Working Conditions," the rating "D - good" should be used in most cases. In item 6A, Supervision Exercised, ratings in excess of ten (10) points must be explained in writing (attach as an addendum). Under item 9 "Other," additional factors can be considered. To use this area, simply describe other skill factors believed to be appropriate and the corresponding points. To say the least, entries in this area will be CLOSELY reviewed.

Once the grading has been completed, total the column and record the result on the "Total Points" line. Then refer to the Point-Grade Conversion Table below to determine the number to be recorded on the "Corresponding Grade Level" line.

POINT-GRADE CONVERSION TABLE	
POINTS	GRADE
0-1	1
2-3	2
4-5	3
6-7	4
8-9	5
10-11	6
12-13	7
14-15	8
16-17	9
18-20	10
21-22	11
23-25	12
26-27	13
28-30	14
31-34	15
35-39	16
40-45	17
46-50	18
51-54	19
55-58	20
59-62	21
63-65	22
66-67	23
68-69	24
70-71	25

COORDINATION WITH THE CENTRAL PAYROLL SYSTEM

Although the classification titles assigned to non-exempt positions are to be used on official payroll documents (such as the Payroll Status Form), the Position Classification System will not DIRECTLY utilize the Central Payroll System. Periodically, however, the Central Payroll System's Master File will be compared with the Classification Master File. Discrepancies (such as more non-exempt employees than authorized positions) will be reported directly to the agency's head requesting an explanation. Unacceptable situations resulting from this process will be reported to the Governor's Office for further action.

COORDINATION WITH THE OPERATIONAL PLAN

The filing of the Operational Plan required by the Budget Office does NOT constitute sufficient authority to operate with a staffing pattern different from that configuration detailed in the subject Notice of Classification. Each modification from the base must be specifically approved by the Department of Administration via the Position Detail Form.

CLOSING

There are many situation that must be reduced to writing and processed to become effective. In some of those cases, you may not be able to determine the best way to proceed. In these cases especially, please contact the Personnel Division staff (449-3768) for assistance at your earliest convenience.

If you believe that a training seminar is needed to further discuss these requirements, please call Bartley Carson in the Director's Office (449-2032) immediately. If there is sufficient requests, a training session will be arranged as soon as possible.

**REQUEST FOR
PERSONNEL CLASSIFICATION MANUAL**

RETURN TO:
 Department of Administration
 Personnel Division
 1218 East 6th Avenue
 Helena, Montana 59601

AGENCY	CODE	TITLE

The following distribution of the forthcoming classification manual should provide effective dissemination of the material within the agency noted above:

LINE	POSITION TO WHICH MANUAL IS TO BE ASSIGNED	ADDRESS <i>(Include internal routing information, if applicable.)</i>	*
e.g.	Chief, Central Services Bureau	State Capitol, Room 999, Helena	X
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			

Inquiries regarding this request are to be directed to:

<i>Agency Official</i>	<i>Date</i>

* Mark an (X) in this column if the address shown receives Capitol (Helena) Deadhead mail service.

MONTANA WAGE AND SALARY SURVEY
KEY CLASSES
August 1974

GRADE	MONTANA CLASSIFICATION	S U R V E Y E D		
		IN-STATE	REGIONAL	NATIONAL
3	File Clerk I	X		
4	Clerk Typist I	X		
4	Food Service Worker I	X		
4	Keypunch Operator I	X		
5	Custodial Worker I	X		
5	Liquor Store Clerk I	X		
5	Switchboard Operator I	X		
6	Clerk Stenographer II	X		
6	Security Guard II	X		
6	Service Station Attendant	X		
7	Accounting Clerk II	X		
7	Brand Inspector I	X		
7	Child Care Attendant, School I	X		
7	Cook I	X		
7	Equipment Operator I	X		
7	Nurses Aide I	X		
7	Personnel Clerk II	X		
7	Secretary I	X		
7	Merchandise Worker II	X		
8	Correctional Officer	X	X	
8	Draftsman II	X		
8	Eligibility Technician	X		
8	Survey Aide II	X		
8	Weighing Station Operator I	X		
9	Appraiser I	X		
9	Barber	X		
9	Clerk Supervisor II	X		
9	Equipment Operator II	X		
9	Laboratory Technician I	X		
9	Legal Secretary II	X		
9	Maintenance Worker II	X		
9	Psychiatric Aide II	X	X	
10	Administrative Assistant II	X		
10	Butcher	X		
10	Engineering Technician II	X		
10	Equipment Mechanic II	X		
10	Licensed Practical Nurse I	X	X	
10	Maintenance Painter	X		

MONTANA WAGE AND SALARY SURVEY
KEY CLASSES
August 1974

GRADE	MONTANA CLASSIFICATION	SURVEYED		
		IN-STATE	REGIONAL	NATIONAL
10	Offset Press Operator I	X		
10	Right of Way Agent II	X	X	
10	Stationary Engineer II	X		
10	Store Manager III	X		
11	Accountant I	X	X	
11	Employment Interviewer	X		
11	Fish and Game Warden I	X	X	
11	Forester I	X	X	
11	Highway Patrol Officer II	X	X	
11	Inspector, Construction II	X		
11	Machinist	X		
11	Maintenance Carpenter	X		
11	Maintenance Electrician	X		
11	Maintenance Plumber	X		
11	Social Worker I	X	X	
11	Soil Scientist I	X	X	
11	Statistician I	X	X	
11	Landscape Architect I		X	
11	Training Officer I		X	
11	Pharmacist II		X	
12	Computer Programmer II	X		X
12	Professional Nurse I	X	X	
12	Purchasing Agent III	X		
12	Bank Examiner I		X	
12	Chemist I		X	
12	Civil Engineering - in Training		X	
12	Sociologist I		X	
12	Social Worker II		X	
12	Pharmacist III		X	
12	Editor I		X	
12	Geologist I		X	
12	Job Analyst I		X	
13	Architect I	X		
13	Civil Engineer I	X		
13	Electrical Inspector	X	X	
13	Plumbing Inspector	X	X	
13	Accountant III		X	
13	Landscape Architect III		X	
13	Forester III		X	
13	Soil Scientist II		X	
13	Statistician III		X	
13	Training Officer III		X	

MONTANA WAGE AND SALARY SURVEY
KEY CLASSES
August 1974

GRADE	MONTANA CLASSIFICATION	SURVEYED		
		IN-STATE	REGIONAL	NATIONAL
13	Chemist II		X	
13	Editor II		X	
13	Geologist II		X	
13	Job Analyst II		X	
13	Fishery Management Biologist		X	
13	Archivist II		X	
13	Administrative Officer I		X	
14	Bank Examiner II		X	
14	Civil Engineer II		X	
14	Sociologist II		X	
14	Psychologist II		X	
14	Lawyer II		X	
14	Pilot II		X	
14	Data Processing Systems Analysts		X	
14	Personnel Officer II		X	
14	Business Manager IV			X
14	State Planner IV			X
14	Veterinary Livestock Inspector			X
15	Curator III		X	
15	Auditor Supervisor I			X
15	Education Supervisor I			X
15	Management Analysts III			X
16	Vocational Training Director		X	
16	Montana Bicentennial Commission Director		X	
17	Administrator, Gross Vehicle Weight Division		X	
17	Transportation Specialist		X	
17	Superintendent, Institution I		X	
17	Chief, Mental Health Bureau		X	
17	Dentist		X	X
17	Psychiatrist			X
18	Administrator, Personnel Division		X	
18	Administrator, Forestry Division		X	
18	Administrator, Rehabilitation Services Division		X	
18	Administrator, Fish and Game Law Enforcement		X	
18	Director, Montana Historical Society		X	
18	Chief, Employment Service Bureau		X	
18	State Librarian		X	

MONTANA WAGE AND SALARY SURVEY
KEY CLASSES
August 1974

<u>GRADE</u>	<u>MONTANA CLASSIFICATION</u>	<u>S U R V E Y E D</u>		
		<u>IN-STATE</u>	<u>REGIONAL</u>	<u>NATIONAL</u>
19	Deputy Director, Department of Fish and Game		X	
19	Deputy Director, Department of Social and Rehabilitation Services		X	
19	Superintendent, Institution III		X	
19	Physician II			X
20	Administrator, Workmen's Compensation Division		X	
20	Administrator, Engineering Division		X	
20	Deputy Director, Department of Revenue		X	
20	Deputy Director, Department of Administration		X	
20	Administrator, Investments Division		X	
20	Physician III		X	
20	Deputy Director, Department of Institutions		X	
21	Psychiatrist IV		X	
23	Clinical Director		X	
24	Psychiatrist V		X	
25	Superintendent, Institutions V		X	
TOTAL SURVEYED		<u>62</u>	<u>76</u>	<u>10</u>

MONTANA WAGE AND SALARY SURVEY
 LOCAL GOVERNMENTAL UNITS SURVEYED
 August 1974

Counties

Big Horn
 Cascade
 Custer
 Dawson
 Deer Lodge
 Fergus
 Flathead
 Gallatin
 Glacier
 Hill
 Lewis and Clark
 Lincoln
 Madison
 Missoula
 Powell
 Silver Bow
 Valley
 Yellowstone

Cities and Towns*

Anaconda
 Billings
 Bozeman
 Butte
 Deer Lodge
 Glasgow
 Glendive
 Great Falls
 Havre
 Helena
 Kalispell
 Lewistown
 Miles City
 Missoula

* Cities and towns in the previously selected counties with population exceeding 4,300 according to the 1970 census.



STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
PERSONNEL DIVISION

MONTANA
SALARY SCHEDULE

SALARY SURVEY BASE

AUGUST, 1974

Salary schedule recommended by the Department of Administration to be effective from January 1, 1975 through June 30, 1975 with 9.7% differential between grades (vertically) and 4.75% differential between steps (horizontally). Steps 6, 7 and 8 represent 3%—4 year longevity increments.

GRADE	STEP 1	STEP 2	STEP 3 Going rate	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
25	2,759	2,890	3,027	3,171	3,321	3,421	3,524	3,630
24	2,515	2,634	2,759	2,890	3,027	3,118	3,212	3,308
23	2,293	2,402	2,515	2,634	2,759	2,842	2,927	3,015
22	2,090	2,189	2,293	2,402	2,515	2,590	2,668	2,748
21	1,905	1,995	2,090	2,189	2,293	2,362	2,433	2,506
20	1,737	1,819	1,905	1,995	2,090	2,153	2,218	2,285
19	1,583	1,658	1,737	1,819	1,905	1,962	2,021	2,082
18	1,443	1,512	1,583	1,658	1,737	1,789	1,843	1,898
17	1,316	1,378	1,443	1,512	1,583	1,640	1,679	1,729
16	1,199	1,256	1,316	1,378	1,443	1,486	1,531	1,577
15	1,093	1,145	1,199	1,256	1,316	1,355	1,396	1,438
14	997	1,044	1,093	1,145	1,199	1,235	1,272	1,310
13	909	952	997	1,044	1,093	1,126	1,160	1,195
12	828	867	909	952	997	1,027	1,058	1,089
11	755	791	828	867	909	936	964	993
10	688	721	755	791	828	853	879	905
9	627	657	688	721	755	778	801	825
8	572	599	627	657	688	709	730	752
7	521	546	572	599	627	646	665	685
6	475	497	521	546	572	589	607	625
5	433	454	475	497	521	537	553	570
4	395	414	433	454	475	489	504	519
3	360	377	395	414	433	446	459	473
2		347	360	377	395	407	419	432
1				347	360	371	382	393



STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION

THOMAS L. JUDGE
GOVERNOR

Memorandum

TO: All State Agencies

Management Memo 2-74-3

FROM: *Doyle B. Saxby*
Doyle B. Saxby, Director

DATE: June 12, 1974

SUBJECT: PREPARATION OF THE POSITION DETAIL FORM

INTRODUCTION

In addition to collecting traditional personal services data for each agency's program budget, this year we are concerned with the implementation of the Statewide Classification Plan, which is now required by statute, and with the development and presentation of a Statewide Salary and Wage Plan to the 1975 Legislature. To successfully achieve these objectives, it is imperative that the data submitted on the Position Detail Forms, which will provide essential information concerning each authorized position included in the budget, be as complete and accurate as possible. Otherwise, the projections made for budgetary purposes -- and especially budgetary projections made under the Proposed Statewide Salary and Wage Plan -- will be inaccurate. This could lead to very troublesome problems of underfunding. Accordingly, you are encouraged to carefully review each completed form to make certain that it correctly represents the facts and to judiciously update the "Classification and Pay Plans Master File" on a timely basis.

APPLICABILITY

Position Detail Forms, both to create and update the "Master File," are to be completed by agencies of ALL branches of government regardless of whether or not your payroll operates through the Central Payroll System. Later in the presentation you will note that provisions have been made to capture "exemption codes." It is the purpose of these codes to indicate that, while all positions are included in the base, some are exempt from the requirements of the Statewide Classification Plan, the Statewide Salary and Wage Plan, or both.

Suffice it to say that we do not intend to exceed the statutory authority granted to us but that we must have a Position Detail Form for each position in State government to produce the information required.

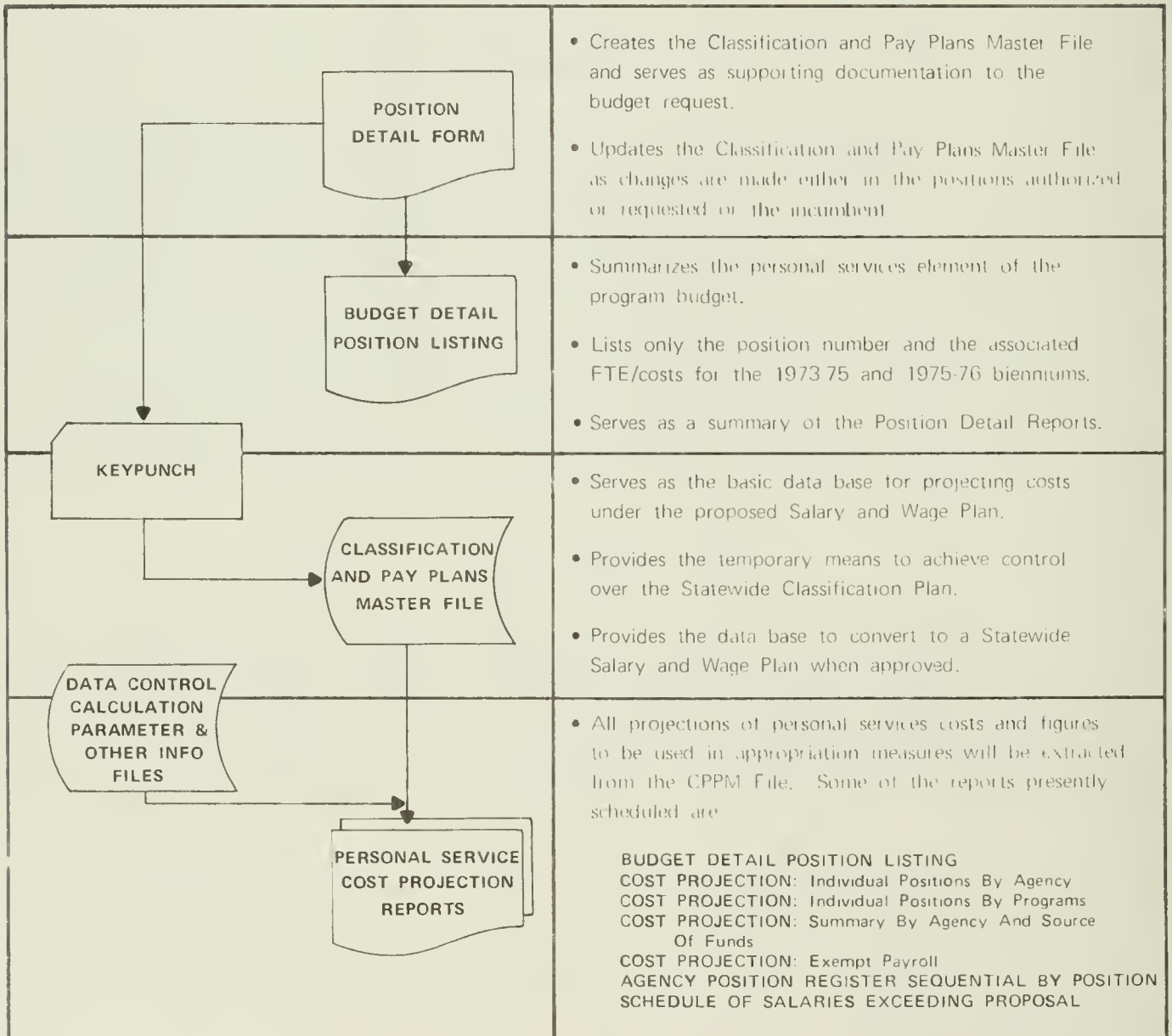
CONTINUATION OF CENTRAL PAYROLL SYSTEM DOCUMENTATION

The submission of the Position Detail Form to create or update the Master File in no way changes the requirements of the Central Payroll System. The Classification and Pay Plan Master File is, for the next twelve months, designed to operate independently of the Central Payroll System.

BASIC SYSTEM SCHEMATIC

During the 1974-75 fiscal year, the Department of Administration will maintain a computer-driven "Classification and Pay Plans Master File." This file will detail the authorized and requested personal services budget for each agency/program on a position-by-position basis.

Basically, the interim system is configured as follows.



POSITION DETAIL FORM

The Position Detail Form is, tentatively, scheduled to be a five-part form to provide for the following distribution:

- ORIGINAL - Budget Office
- 1ST COPY - Personnel Division
- 2ND COPY - Personnel Division
- 3RD COPY - Agency
- 4TH COPY - Agency

A reduced copy of the Form is shown below:

INSTRUCTIONS ON PAGE

STATE OF MONTANA Office of Budget and Program Planning Department of Administration-Personnel Division 1975-77 BIENNIUM		POSITION DETAIL FORM											
		Central Office Document No.					Doc. Date						
Action Data		Add	1	Position Date				2	Incumbent Data				
		Modify	3	A	B	C	D	E	F	G	H		
		Delete	5	Position Date				4	Incumbent Data				
File Control Data	Agency Code	NAME						POSITION NUMBER	Maximum 5 digits				
	A CLASSIFICATION		Action	Code	TITLE				Exempt Code				
B	BASE GROSS ANNUAL SALARY FOR POSITION		1973-74 Actual		1974-76 Estimated		1975-76 Requested		1976-77 Requested				
			SALARY	FTE	SALARY	FTE	SALARY	FTE	SALARY	FTE			
C	Budget Level		EMPLOYMENT CODE	E	AREA OF EMPLOYMT.	F	EMPLOYER PAYROLL CONTRIBUTIONS	Social Security	Wkmen's Comp.	Retira. System	Unemp. Ins.	Health Ins.	
	Cur	New											Part
G	COST DISTRIBUTION BY ACCOUNTING ENTITY AND PROGRAM												
	Year	Prog. Level	%	ACCOUNTING ENTITY CODE AND PERCENT									
1973-74	01	One	FTE	CODE	%	CODE	%	CODE	%	CODE	%	CODE	%
	02												
	03												
	04												
MARK (X) IF 1974-75 DISTRIBUTION IS THE SAME AS THE 1973-74 DISTRIBUTION													
1974-75	05												
	06												
	07												
	08												
MARK (X) IF 1975-76 DISTRIBUTION IS THE SAME AS THE 1974-75 DISTRIBUTION													
1975-76	09												
	10												
	11												
	12												
MARK (X) IF 1976-77 DISTRIBUTION IS THE SAME AS THE 1975-76 DISTRIBUTION													
1976-77	13												
	14												
	15												
	16												
Incumbent Data	Social Security No.		Employee's Last Name			First Name		Init.	YEARS IN CONTINUOUS STATE SERVICE				
Authorization and Approval	AGENCY		AUTHORIZED SIGNATURE				TITLE		DATE				
	Office of Budget and Program Planning												
	Dept. of Admin. Personnel Division												

The form, basically, has five sections.

- Action Data
- File Control Data
- Position Data
- Incumbent Data
- Authorizations and Approvals

“Action Data” is used to indicate what action is to be taken on the document: add non-existing information (position data, incumbent data, or both); delete existing information (position data, incumbent data, or both); or modify certain existing data (permitted fields are identified by alpha codes).

“File Control Data” is used as a means to positively identify each position by number within each agency by classification code and title.

“Position Data” is used to identify the cost associated with each position maintained by an agency and the distribution of that cost by program and accounting entity. Additionally, provisions are made to precisely calculate employer payroll costs associated with each position and the nature and area of the position’s placement.

“Incumbent Data” is used to identify the individual occupying a position. The Years of State Service field will be used to calculate the cost of a longevity plan - if such a plan is mandated.

“Authorizations and Approvals.” Each Position Detail Report must be signed by an appropriate agency official and will be approved by the Budget Office (for funding) and by the Personnel Division (for classification).

FORMS

Position Detail Forms are available in 5-part carbonless sets from the General Services Bureau at 6.1 cents per set. Forms are to be ordered through use of standard forms order procedures. Single-ply work copy sheets will be furnished free on a one-set, one-sheet basis.

DESCRIPTION OF FIELDS

FILE CONTROL DATA

AGENCY CODE/NAME. This information is obtainable from the Statewide Budgeting and Accounting System (SBAS) Information and Control Core (ICC). If necessary, additional codes can be added to the ICC but no code can be entered in this field unless it is in an active status in SBAS.

POSITION NUMBER. The position number is attached, as a suffix, to the agency code and becomes a principal, unique file location for position data. Agencies assign this number beginning with one (“1,” not 00001) and continuing sequentially up to 89,999. It is not

the function of the position number to identify the total number of positions in an agency. This field is used ONLY to create and locate an "address" in the Classification and Pay Plans Master File. If an agency so desires, position numbers may be assigned in groups (blocked out) to achieve an INTERNAL numbering scheme. Part-time positions having the same classification and pay may be aggregated and reported on one Form. When this technique is used, the position number shown on the applicable Form must begin with a 9. 9XXXX. The 90,000 series of position numbers may not be used for any other purpose.

CLASSIFICATION CODE. The classification code is a six-digit number, the first three digits of which coincide with the structuring in the nationally recognized Dictionary of Occupational Titles (DOT) and the last three digits identify the Montana classification within the DOT structure:

1	2	3	4	CLASSIFICATION CODE
x				Category
	x			Division
		x		Group
			xxx	Classification

Classification codes and the title associated with each are to be taken from the final classification listings which will be sent to you by the Personnel Division on or about July 15. Positions to be added to an agency's staff must be classified by request through the Personnel Division. Applicable procedures will be published in a management memo. After the detail included on the agency prepared Position Detail Forms has been input, the resultant listing will be compared with the final classification listing to make certain that only approved classifications have been used. (Note that provisions have been made to change classifications at a later date and retain the original position number.)

Exempt positions (those identified with exemption codes 1 through 7) are to be coded 000000 and assigned an agency originated "classification" title.

EXEMPTION CODES. Section 59-904, R.C.M. 1947 (as modified by the 1974 Legislative Assembly), provides that certain officers and employees are exempt from the Classification and/or the Pay Plan. Even though exempt from the provisions of the Act, to establish a sound base to be used for the purpose of projecting costs, it is necessary that ALL positions included in an agency's budget be added (and kept current) through use of the Position Detail Form. The following exemption codes are provided for use in the exemption code field.

- 0 = Not exempt from classification or pay
 - 1 = Elected Official, Chief Deputy & Executive Secretary
 - 2 = Legislative Branch Employees
 - 3 = Judicial Branch Employees
 - 4 = Members of Appointed Boards & Commissions
 - 5 = Members of the Militia
 - 6 = Agency heads appointed by the Governor
 - 7 = Academic and professional administrative personnel with individual contracts under Board of Regents
 - 8 = Personal staff of constitutional officers.
- Exempt From Classification And Pay** (applies to codes 1-7)
- Exempt Pay Only** (applies to code 8)

POSITION DATA

BASE GROSS ANNUAL SALARY FOR POSITION. Generally, this element is used to indicate the amount of time for which a position is budgeted (FTE) and the position's highest gross annualized salary (EXCLUDING employer payroll contributions).

To complete these fields:

1. Determine and record the percent of a full-time equivalent for which the position is budgeted ($\frac{1}{2}$ time = .50; full-time = 1.00) in each of the four fiscal year's involved (any one of the four fields can be left blank if that describes the situation). Except when several part-time positions are aggregated on one Form (as described below) or a University contract employee is working during the summer in the same capacity, the FTE must not exceed 1.00.
2. Annualize the salary provided for the position in each applicable fiscal year (that amount to be paid for 2,080 hours work or the amount paid under a ten-month academic contract which is equivalent to 1.00 FTE).
3. Multiply the FTE determined in step one by the annualized salary determined in step two. The result is to be recorded in the salary column in whole dollars only and represents the amount budgeted for the position for the applicable fiscal year.

For the 1973-74 fiscal year, the salary figure used as the base will be that amount paid the position's incumbent as of June 30, 1974 or, if the position was filled during the 1973-74 fiscal year but vacant as of June 30, 1974, the highest salary paid to the last incumbent.

Because the position's incumbents may have been paid at rates other than the rate paid on June 30, 1974 or because the position was not actually paid an equivalent to the FTE budgeted (or both), the aggregation of these cost figures probably will NOT support the total amount shown for personal services in other budget summary schedules. This deviation is acknowledged and acceptable.

For fiscal years AFTER 1973-74, the highest salary anticipated to be paid for each position is to be used as the salary base. An aggregation of these figures MUST produce the totals shown in other budget summary schedules.

An example of the above calculation methodology is shown below:

<u>Position</u>	<u>FTE</u>	<u>Annualized Salary</u>		<u>Salary</u>
		<u>Hourly Rate</u>	<u>X 2,080 Hours</u>	<u>FTE X Annual Sal.</u>
1	1.00	\$2.000	\$ 4,160	\$ 4,160
2	.90	4.901	10,194	9,175
3	.50	6.305	13,114	6,557

PART-TIME POSITIONS. Part-time positions may be aggregated and reported on one Position Detail Form when:

1. The classification for the part-time positions is identical; and
2. The rate of pay for each part-time position to be aggregated is the same.

When this technique is used (and its use is discouraged) the position number must be assigned in the 90,000 series (i.e., 90,001) and it will NOT be possible, or required, to report incumbent data. In other words, part-time positions identified by the 90,000 position number series will be considered vacant.

To apply these specifications, assume that the following conditions exist:

Classification: 209XXX – Clerk Typist G10

	<u>FTE</u>	<u>SALARY</u>		<u>Amount</u>
		<u>Hourly</u>	<u>Annualized</u>	
A	.20	2.00	\$4,160	\$ 832
B	.30	2.00	4,160	1,248
C	.40	2.00	4,160	1,664
D	.50	2.00	4,160	2,080
TOTALS	<u>1.40</u>			<u>\$5,838</u>

↓
DATA RECORDED ON POSITION DETAIL FORM
POSITION 90001

BUDGET LEVEL. This field is divided into four parts: current service; new service requirement; expanded services; or non-recurring service. Worksheets supporting the executive budget will categorize personal services in these terms. One and only one of the four blocks must be marked (X).

EMPLOYMENT CODE. This is a two-digit code used to identify the relative permanency of each position and whether or not the incumbent is to be paid based solely on hours worked or on a salary basis. The data shown in this field must coincide with the subdivisions required in completing the B-100.

1X – Salaried Positions:

- 11 – Permanent, Full-Time
- 12 – Permanent, Part-Time
- 13 – Seasonal, Full-Time
- 14 – Seasonal, Part-Time
- 15 – Temporary, Full-Time
- 16 – Temporary, Part-Time
- 17 – Intermittant, Full-Time
- 18 – Intermittant, Part-Time

2X – Hourly Based Positions:

- 21 – Permanent, Full-Time
- 22 – Permanent, Part-Time
- 23 – Seasonal, Full-Time
- 24 – Seasonal, Part-Time
- 25 – Temporary, Full-Time
- 26 – Temporary, Part-Time
- 27 – Intermittant, Full-Time
- 28 – Intermittant, Part-Time

DEFINITIONS

- X1 – Permanent, Full-Time An employee who regularly works for more than six (6) months in any twelve (12) month period and who normally works forty (40) hours a week.
- X2 – Permanent, Part-Time An employee who regularly works for more than six (6) months in any twelve (12) month period, and who normally works less than forty (40) hours a week.
- X3 – Seasonal, Full-Time An employee who occupies a position which, although temporary in nature, regularly occurs from season to season or from year to year. In addition, during the period of employment, the employee normally works forty (40) hours a week.
- X4 – Seasonal, Part-Time An employee who occupies a position which, although temporary in nature, regularly occurs from season to season or from year to year. In addition, during the period of employment, the employee normally works less than forty (40) hours a week.
- X5 – Temporary, Full-Time An employee working in a position created for a limited period of time, not exceeding six (6) months and who, during the period of employment, normally works forty (40) hours a week.
- X6 – Temporary, Part-Time An employee working in a position created for a limited period of time, not exceeding six (6) months and who during the period of employment, normally works less than forty (40) hours a week.
- X7 – Intermittant, Full-Time An employee who occupies a position which is neither permanent, temporary nor seasonal, but because of operational requirements, a firm schedule cannot be established. In addition, during the period for which scheduled, normally works forty (40) hours a week.

X8 = Intermittant, Part-Time

An employee who occupies a position which is neither permanent, temporary nor seasonal, but because of operational requirements, a firm schedule cannot be established. In addition, during the period for which scheduled, normally works less than forty (40) hours a week.

AREA OF EMPLOYMENT. This is a two-digit code used to designate the county in which the position or positions are, basically, situated. This element is included in the structure for the sole purpose of reporting payroll expenditures by a logical geographical indicator. In those cases wherein the position serves more than one county, the county receiving the majority of the position's time shall be designated as the area of employment. (Because area of employment data is concerned with a position rather than the position's incumbent, it would not always be possible to complete this information using the incumbent's headquarters as the criterion.)

01 – Beaverhead	20 – Granite	39 – Powell
02 – Big Horn	21 – Hill	40 – Prarie
03 – Blaine	22 – Jefferson	41 – Ravalli
04 – Broadwater	23 – Judith Basin	42 – Richland
05 – Carbon	24 – Lake	43 – Roosevelt
06 – Carter	25 – Lewis and Clark	44 – Rosebud
07 – Cascade	26 – Liberty	45 – Sanders
08 – Chouteau	27 – Lincoln	46 – Sheridan
09 – Custer	28 – McCone	47 – Silver Bow
10 – Daniels	29 – Madison	48 – Stillwater
11 – Dawson	30 – Meagher	49 – Sweet Grass
12 – Deer Lodge	31 – Mineral	50 – Teton
13 – Fallon	32 – Missoula	51 – Toole
14 – Fergus	33 – Musselshell	52 – Treasure
15 – Flathead	34 – Park	53 – Valley
16 – Gallatin	35 – Petroleum	54 – Wheatland
17 – Garfield	36 – Phillips	55 – Wibaux
18 – Glacier	37 – Pondera	56 – Yellowstone
19 – Golden Valley	38 – Powder River	

EMPLOYER PAYROLL CONTRIBUTION. Five subdivisions are provided within this field to identify the various payroll taxes associated with gross salaries and the State's insurance contribution. The rates associated with each of the various additives will be tabled and applicable computations will be made through application of computer programs.

SOCIAL SECURITY TAX CODES

0 = Exempt (out)

1 = Non-Exempt (in)

WORKMEN'S COMPENSATION INSURANCE CODES

These codes and their "definitions" are the same as they are for payroll purposes. If you have difficulty classifying a particular position, please call the Central Payroll Office.

STATE EMPLOYEE CLASSIFICATIONS

<u>Code</u>	<u>1974 Rate</u>	
0006	\$6.00	A -- Farm Employees.
7422	4.50	B -- Aircraft Operation -- N.O.C. All members of the flying crew.
7720	4.00	C -- State Employee. Highway Patrolmen.
7721	3.10	D -- State Only. Disciplinary officers -- including guards, attendants and their supervisors.
8743	.65	E -- State Travel Employees.
8810	.30	F -- Clerical Office Employees -- including draftsmen, office engineers.
8834	6.20	G -- State Asylums, Hospitals and Special Schools, not correctional, all others.
8868	.20	H -- University System: Professional employees including teachers and clerical.
9101	2.30	I -- University System, Colleges or Schools: all others including drivers.
9410	2.30	J -- State -- Professional, Administrative and Building Maintenance Highway Employees -- N.O.C. Biologists, Commissioners, Game Wardens, Inspectors, Laboratory Technicians, Printers, Supervisors (outside), Surveyors (street or highway).
9411	.95	K -- State Employees -- Special -- Highways.
9420	4.60	L -- All Other Employees (except Highway Department)
9421	3.10	M -- All Other Employees (Highway Department)

RETIREMENT SYSTEM CODES

- 0 – Exempt
- 1 – Employees'
- 2 – Teachers'
- 3 – Judges'
- 4 – Wardens'
- 5 – Highway Patrol

UNEMPLOYMENT INSURANCE

- 0 – Exempt (not covered)
- 1 – Non-Exempt (covered)

HEALTH INSURANCE*

- 0 – Exempt (not eligible for coverage)
- 1 – \$10 Monthly

* All eligible positions should provide for this coverage for budgetary purposes.

NOTE. If the above codes appear to be inadequate to identify employer payroll contributions now or anticipated to be paid to the employees of your agency, please call Ron Near (449-2032) immediately. Additions can be made to the information outlined above, but any required changes must be made as soon as possible.

COST DISTRIBUTION BY ACCOUNTING ENTITY AND PROGRAM. This information is needed to permit a precise determination of the impact of payroll costs on the various sources of funding. Without this field, it would not be possible to determine whether or not a proposed Salary and Wage Plan is fundable. It is recognized that this information will be relatively difficult to complete with total reliability. Nevertheless, it is a vital element in the data base and you are encouraged to begin as soon as possible to devote as much time as possible to the collection of this information.

The salary/FTE shown in each of the four fiscal years must be distributed to a program(s). The program codes to be used are those included in the SBAS-ICC Program Index (new codes can be established if required). When more than one program is involved, the "% FTE" shown on each line will serve as the basis for distributing the total FTE shown in the Base Gross Annual Salary by Position element. The accounting entity or entities funding the program are to be shown on-line with each program. The percentages shown must total to 100 (90% = 90). Fractions of a percent (like 90.2) are not permitted. The accounting entity number (five digits) is to be obtained from the SBAS-ICC Accounting Entity Index. New accounting entities can be established when the funding is to be derived from an entity not presently in existence. Note that while each position may be distributed 25 ways in each of the four fiscal years, this is

only a maximum. Also, if the cost distribution data shown for the 1973-74 fiscal year, for example, is applicable to the 1974-75 fiscal year, it is necessary only to check (x) the block preceeding the 1974-75 fiscal year's distribution block. This technique may be utilized throughout this field.

INCUMBENT DATA

SOCIAL SECURITY NUMBER/NAME OF INCUMBENT. The social security number and name of the position's incumbent, if any, as of June 30, 1974 is to be shown. If the position is vacant as of June 30, 1974, no information is to be shown. (Subsequent appointments to vacant positions are to be reported through use of the Position Detail Form.) It is very important that incumbent data be maintained throughout the 1974-75 fiscal year because, when the proposed Salary and Wage Plan becomes effective, all VACANT positions will be funded at step one of the range associated with the grade.

YEARS IN CONTINUOUS STATE SERVICE. If longevity pay becomes part of the Pay Plan the "Years in Continuous State Service" element will be used to obtain a cost estimate. For this purpose, only full-time employment is considered through July 1, 1974. The resultant figure is to be recorded in whole numbers only (i.e., 1, 6, 19, etc.) Employees hired after 6-30-74 will be credited with zero (0) years of continuous State service on the Form. Also, any period in which an employee was not on the payroll or was employed on a less than full-time basis constitutes a break in service. Note that to properly complete this field, it may be necessary to research the employee's employment record to ascertain creditable time earned with other State agencies.

ACTION DATA

ADD. This block is used when the initial entries are made to the Classification and Pay Plans Master File and when new positions or vacant positions are filled. If both a position and an incumbent are to be simultaneously added, both blocks would be checked (X).

DELETE. Once a position has been established, its total removal is effected by checking (X) the "position data" block in the delete column. An incumbent is removed from the file by checking (X) the "incumbent data" block in the delete column. Both actions can be taken on the same document if applicable.

MODIFICATIONS. Existing data, previously captured through use of an add transaction, can be corrected with a modification transaction in the elements identified by the alpha code shown in this column:

- A. Classification code, title, or exemption code.
- B. Base gross annual salary for position.
- C. Budget level.
- D. Employment code.
- E. Area of employment.
- F. Employer payroll contributions.
- G. Cost distribution by accounting entity and program.
- H. Years in continuous State service.

All other corrections must be made by adding or deleting a position and the information associated with the position. To promote or transfer an employee from one existing position to another existing position it is necessary to submit two Position Detail Forms: One to delete the incumbent; and one to add the incumbent to the other position.

MAINTENANCE OF MASTER FILE

The initial group of Position Detail Forms are to describe the personal services situation as it exists on June 30, 1974. Even though the initial group of Forms submitted with the other budget data could be updated through mid- or late-August, and, therefore, be current as of that date, it is considered preferable to direct the initial set to the conditions as they exist on June 30 and provide for up-dating of this data base through preparation of additional Position Detail Forms.

APPLICATION AND ILLUSTRATIONS

BASIC METHODOLOGY

There are, it appears, several satisfactory methods available to gather the data needed to complete the Position Detail Forms required of an agency (none of which will probably be especially pleasant).

1. Ascertain the composition of the agency's payroll as of June 30, 1974 through use of the documentation supporting the last payroll processed for the 1973-74 fiscal year (for Central Payroll System agencies, this would be the Pre-Payroll Register relating to the July 5, 1974 payroll period, which is based on data processed for the payroll period ended June 21) and making needed adjustments thereto.
2. Compare the adjusted payroll document to the Classification Detail Listing prepared for your agency by the Personnel Division and make further adjustments or generate additional documentation as required.
3. Based on the steps taken above, prepare those Position Detail Forms which will sufficiently detail the composition of the personal services budget for the 1973-74 fiscal year.
4. As projections are made for budgetary purposes, add the new data to Position Detail Forms already prepared or prepare additional Forms wherein additional positions are to be utilized during the 1974-75 fiscal year or the 1975-77 biennium. For the 1974-75 fiscal year, reference should be made to the Operational Plan filed with the Office of Budget and Program Planning in behalf of your agency (if the Operational Plan on file is not accurate, needed adjustments should be promptly reported to the Office of Budget and Program Planning).

5. If you need assistance to develop an acceptable, efficient method of identifying data for inclusion on the Position Detail Forms, PLEASE DO NOT HESITATE TO CALL either the Office of Budget and Program Planning or the Department of Administration.

ILLUSTRATIONS.


The following illustrations are obviously oversimplified but hopefully they will be sufficient to demonstrate the application of typical specifications.

POSITION NO. 1: Classification 160XXX,¹ Chief, Government Bureau. The position's incumbent as of June 30, 1974 was John M. Doe (576-10-2963), a full-time employee headquartered in Helena. The Government Bureau is a subdivision of the Department of State.


During the 1973-74 fiscal year the position paid \$16,000 through December 31, 1973 and was increased to \$16,360 as of January 1, 1974. Mr. Doe's salary is scheduled to go to \$16,687.20 as of July 1, 1974. For the 1975-77 biennium, a salary of \$18,356 and \$20,192 (for each fiscal year within the biennium respectively) is being requested. The position's salary is equally divided between program 01 and program 02 (in all year's concerned). During the 1973-74 and 1974-75 fiscal years, the chief's salary was, or will be, paid exclusively from the General Fund Account. During the 1976-77 fiscal year it is anticipated that 50% of the position's cost will be paid from an earmarked revenue fund account. This position is assigned to the Employee's Retirement System; subject to social security taxes; covered under workmen's compensation (a traveling State official) and unemployment insurance; and is eligible for coverage under the State's health insurance policy. John began working for the State of Montana on October 20, 1969 and, although having received several promotions, has served full-time without any break in service since that time. Because the position was in effect during the 1973-75 biennium, it is properly classed as a "current level" position.

¹X's are used to indicate the total size of a given code or number. In actuality, meaningful numbers would be used instead of Xs.

A completed Position Detail Form for the above position follows.

		STATE OF MONTANA Office of Budget and Program Planning Department of Administration-Personnel Division 1975-77 BIENNIUM				POSITION DETAIL FORM				Central Office Document No.		Dec. Date 08-01-74 EFFECTIVE DATE 07-01-74				
		Add <input checked="" type="checkbox"/> Position Data Modify <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F <input type="checkbox"/> G <input type="checkbox"/> H Delete <input type="checkbox"/> Position Data		Incumbant Data <input checked="" type="checkbox"/>		Incumbant Data <input type="checkbox"/>		Incumbant Data <input type="checkbox"/>		Incumbant Data <input type="checkbox"/>		Incumbant Data <input type="checkbox"/>				
File Control Data	Agency Code	NAME						POSITION NUMBER	Maximum-5 digits							
	XXXX	Department of State														
A	CLASSIFICATION	Action	Code	TITLE						Exempt Code						
		TO	160XXX	Chief, Bureau of Government, G15						0						
B	BASE GROSS ANNUAL SALARY FOR POSITION	1973-74 Actual		1974-75 Estimated		1975-76 Requested		1976-77 Requested								
		SALARY	FTE	SALARY	FTE	SALARY	FTE	SALARY	FTE							
		16,360	1.00	16,687	1.00	18,356	1.00	20,192	1.00							
C	Budget Level				EMPLOYMENT CODE	I	E	AREA OF EMPLOYMT.	25	F	EMPLOYER PAYROLL CONTRIBUTIONS	Social Security	Wkman's Comp.	Retira. System	Unemp. Ins.	Health Ins.
	Current	New	Exped.	Non-recur.												
		X										1	9410	1	1	1
G COST DISTRIBUTION BY ACCOUNTING ENTITY AND PROGRAM																
Year	Prog. Level One	% FTE	ACCOUNTING ENTITY CODE AND PERCENT													
			CODE	%	CODE	%	CODE	%	CODE	%	CODE	%				
1973-74	01	.50	01100	100												
	02	.50	01100	100												
X MARK (X) IF 1974-75 DISTRIBUTION IS THE SAME AS THE 1973-74 DISTRIBUTION																
1974-75																
X MARK (X) IF 1975-76 DISTRIBUTION IS THE SAME AS THE 1974-75 DISTRIBUTION																
1975-76																
MARK (X) IF 1976-77 DISTRIBUTION IS THE SAME AS THE 1975-76 DISTRIBUTION																
1976-77	01	.50	01100	50	02XXX	50										
	02	.50	01100	50	02XXX	50										
Incumbent Data	Social Security No.		Employee's Last Name				First Name			Init.	YEARS IN CONTINUOUS STATE SERVICE					
	576-10-2963		Doe				John			M	H		5			
Authorization and Approvals	AUTHORIZED SIGNATURE						TITLE						DATE			
	AGENCY															
	Office of Budget and Program Planning															
Dept. of Admin. Personnel Division																

Let's now assume that John Doe terminates his employment with the State as of August 1, 1974. The following Position Detail Form (which is required in addition to documentation required for payroll system purposes) documents the action necessary to remove John Doe as the position's incumbent.


STATE OF MONTANA		Office of Budget and Program Planning		Department of Administration-Personnel Division		1975-77 BIENNium		POSITION DETAIL FORM						
		Central Office Document No.		Doc. Date 08-01-74		EFFECTIVE DATE 08-01-74								
Action Data	Add	1	Position Data				2	Incumbent Data						
	Modify	3	A	B	C	D	E	F	G	H				
Delete	4	Position Data				5	Incumbent Data							
	Code	NAME				POSITION NUMBER	Maximum-6 digits							
File Control Data	Agency	XXXX Department of State				POSITION NUMBER	1							
	CLASSIFICATION	Action	Code	TITLE				Exempt Code						
A	TO	160XXX	Chief, Bureau of Government G15				0							
	FROM													
B	BASE GROSS ANNUAL SALARY FOR POSITION		1973-74 Actual		1974-75 Estimated		1975-76 Requested		1976-77 Requested					
			SALARY	FTE	SALARY	FTE	SALARY	FTE	SALARY	FTE				
C	Budget Level			D	EMPLOYMENT CODE	E	AREA OF EMPLOYMT.	F	EMPLOYER PAYROLL CONTRIBUTIONS	Social Security	Wkmen's Comp.	Retira. System	Unemp. Ins.	Health Ins.
	Current	New	Expend											
G COST DISTRIBUTION BY ACCOUNTING ENTITY AND PROGRAM														
Year	Prog. Level One	% FTE	ACCOUNTING ENTITY CODE AND PERCENT											
			CODE	%	CODE	%	CODE	%	CODE	%	CODE	%		
02	1973-74													
03														
04														
05														
06														
07		MARK (X) IF 1974-75 DISTRIBUTION IS THE SAME AS THE 1973-74 DISTRIBUTION												
08	1974-75													
09														
10														
11														
12														
13		MARK (X) IF 1975-76 DISTRIBUTION IS THE SAME AS THE 1974-75 DISTRIBUTION												
14	1975-76													
15														
16														
17														
18														
19		MARK (X) IF 1976-77 DISTRIBUTION IS THE SAME AS THE 1975-76 DISTRIBUTION												
20	1976-77													
21														
22														
23														
24														
Incumbent Data	Social Security No.	Employees's Last Name			First Name			Init.	YEARS IN CONTINUOUS STATE SERVICE					
	576-10-2963	Doe			John			M	H					
Authorization and Approvals	AUTHORIZED SIGNATURE													
	TITLE													
	DATE													
AGENCY														
Office of Budget and Program Planning														
Dept. of Admin Personnel Division														

Note that even though only incumbent data is being changed, it is necessary to identify the applicable department, position and classification in the File Control Data section. The "to" classification line is used to indicate that there is no change in this data.

Later, effective September 12, 1974, Mary T. Jane (511-02-9666) is appointed to the vacant Chief, Bureau of Government position (no other changes in the John Doe data):


STATE OF MONTANA		Office of Budget and Program Planning		Department of Administration-Personnel Division		1975-77 BIENNIUM		POSITION DETAIL FORM			
Central Office Document No.						Doc. Date		09-10-74			
EFFECTIVE DATE						09-12-74					
Action		1		Position Data		2		Y		Incumbent Date	
Modify		3		A		B		C		D	
Delete		4		Position Data		4		Incumbent Date			
Code				NAME		POSITION NUMBER		Maximum-5 digits		1	
XXXX		Department of State									
A		CLASSIFICATION		TO		160XXX		Chief, Bureau of Government		G15	
				FROM						0	
B		BASE GROSS ANNUAL SALARY FOR POSITION		1973-74 Actual		1974-76 Estimated		1975-76 Requested		1976-77 Requested	
				SALARY		FTE		SALARY		FTE	
C		Budget Level		EMPLOYMENT CODE		AREA OF EMPLOYMT.		EMPLOYER PAYROLL CONTRIBUTIONS		Social Security	
		Cur. New Expend. Non-rec.		D		E		F		Wkmen's Comp. Retire. System Unemp. Ins. Health Ins.	
G		COST DISTRIBUTION BY ACCOUNTING ENTITY AND PROGRAM		Year		Progr. Level		One		% FTE	
				1973-74							
				1974-75							
				1975-76							
				1976-77							
Incumbent Data		Social Security No.		Employee's Last Name		First Name		Init.		YEARS IN CONTINUOUS STATE SERVICE	
		511-02-9666		Jane		Mary		T H		0	
Authorization and Approvals		AGENCY		AUTHORIZED SIGNATURE		TITLE		DATE			
		Office of Budget and Program Planning									
		Dept. of Admin. Personnel Division									


During October, agency management decided that the Government Bureau was of sufficient complexity to become a division (and the change was approved by the Governor's Office). The paperwork to reclassify the bureau chief was approved on October 21, 1974 and the change was to become effective on November 1, 1974. The new job carries with it a 10% across-the-board pay increase (actual in 1974-75 and requested for the 1975-77 biennium).

STATE OF MONTANA		Office of Budget and Program Planning		Department of Administration-Personnel Division		1975-77 BIENNIUM		POSITION DETAIL FORM			
		Central Office Document No.		Doc. Date 10-22-74		EFFECTIVE DATE 11-01-74					
Add 1 <input type="checkbox"/> Position Date 2 <input type="checkbox"/> Incumbent Date		Modify 3 <input checked="" type="checkbox"/> A <input checked="" type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F		Delete 4 <input type="checkbox"/> Position Date		Incumbent Date					
Code		NAME		POSITION NUMBER		Maximum-5 digits					
Agency XXXX		Department of State		POSITION NUMBER 1							
Action Code		TITLE		Exempt Code							
TO 161XXX		Administrator, Division of Government G16		0							
FROM 160XXX		Chief, Bureau of Government G15		0							
BASE GROSS ANNUAL SALARY FOR POSITION		1973-74 Actual SALARY FTE		1974-75 Estimated SALARY FTE		1975-76 Requested SALARY FTE		1976-77 Requested SALARY FTE			
16,360 1.00		18,356 1.00		20,192 1.00		22,211 1.00					
Budget Level		EMPLOYMENT CODE		AREA OF EMPLOYMT.		EMPLOYER PAYROLL CONTRIBUTIONS		Social Security		Wkmen's Comp. Retire. System Unemp. Ins. Health Ins.	
G COST DISTRIBUTION BY ACCOUNTING ENTITY AND PROGRAM		ACCOUNTING ENTITY CODE AND PERCENT		CODE %		CODE %		CODE %		CODE %	
Year 1973-74		MARK (X) IF 1974-75 DISTRIBUTION IS THE SAME AS THE 1973-74 DISTRIBUTION									
Year 1974-75		MARK (X) IF 1976-76 DISTRIBUTION IS THE SAME AS THE 1974-75 DISTRIBUTION									
Year 1975-76		MARK (X) IF 1976-77 DISTRIBUTION IS THE SAME AS THE 1975-76 DISTRIBUTION									
Year 1976-77											
Social Security No.		Employee's Last Name		First Name		Init.		YEARS IN CONTINUOUS STATE SERVICE		0	
511-02-9666		Jane		Mary		T H					
AUTHORIZED SIGNATURE		TITLE		DATE							
AGENCY											
Office of Budget and Program Planning											
Dept. of Admin. Personnel Division											

Note that ALL modifications require the social security number of the position's incumbent if the position is filled.

On March 1, 1975, Mary Jane was promoted to the vacant Deputy Director position (position No. 16). (Note that two Position Detail Forms are required to make this change: One to delete Mary Jane as the incumbent of the Administrator, Division of Government position, one to add Mary Jane to the Deputy Director position (which was added to the Master File with the initial set back on July 1, 1974).

STATE OF MONTANA		Office of Budget and Program Planning		Department of Administration-Personnel Division		1975-77 BIENNIUM		POSITION DETAIL FORM					
		Central Office Document No.		Doc. Date 02-27-75		EFFECTIVE DATE 03-01-75							
Action Data	Add	1	Position Date				2	Incumbent Date					
	Modify	3	A	B	C	D	E	F	G	H			
Delete	5	Position Date				4	Incumbent Date						
	Agency Code		NAME				POSITION NUMBER		Maximum-6 digits				
File Control Data	XXXX		Department of State				16						
	A CLASSIFICATION		TO	161XXX	Administrator, Division of Government		G16	0		Exempt Code			
B	BASE GROSS ANNUAL SALARY FOR POSITION		1973-74 Actual		1974-75 Estimated		1975-76 Requested		1976-77 Requested				
			SALARY	FTE	SALARY	FTE	SALARY	FTE	SALARY	FTE			
C	Budget Level		D	EMPLOYMENT CODE	E	AREA OF EMPLOYMT.	F	EMPLOYER PAYROLL CONTRIBUTIONS	Social Security	Wkmen's Comp.	Retire. System	Unempl. Ins.	Health Ins.
	Current	New											
G COST DISTRIBUTION BY ACCOUNTING ENTITY AND PROGRAM													
Year	Prog. Level One	% FTE	ACCOUNTING ENTITY CODE AND PERCENT										
			CODE	%	CODE	%	CODE	%	CODE	%	CODE	%	
02	1973-74												
03													
04													
05													
06													
07	◀ MARK (X) IF 1974-75 DISTRIBUTION IS THE SAME AS THE 1973-74 DISTRIBUTION												
08	1974-75												
09													
10													
11													
12													
13	◀ MARK (X) IF 1975-76 DISTRIBUTION IS THE SAME AS THE 1974-75 DISTRIBUTION												
14	1975-76												
15													
16													
17													
18													
19	◀ MARK (X) IF 1976-77 DISTRIBUTION IS THE SAME AS THE 1975-76 DISTRIBUTION												
20	1976-77												
21													
22													
23													
24													
Incumbent Data	Social Security No.		Employee's Last Name			First Name		Init.	YEARS IN CONTINUOUS STATE SERVICE				
	511-02-9666		Jane			Mary		T H					
Authorization and Approvals	AGENCY		AUTHORIZED SIGNATURE			TITLE		DATE					
	Office of Budget and Program Planning												
	Dept. of Admin. Personnel Division												

		STATE OF MONTANA Office of Budget and Program Planning Department of Administration-Parsonnel Division 1975-77 BIENNIUM				POSITION DETAIL FORM					
		Central Office Document No.		Doc Date 02-27-75		EFFECTIVE DATE 03-01-75					
Action Data Add 1 <input type="checkbox"/> Position Data 2 <input checked="" type="checkbox"/> Incumbent Data Modify 3 <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E <input type="checkbox"/> F <input type="checkbox"/> G <input type="checkbox"/> H Delete 4 <input type="checkbox"/> Position Data 5 <input type="checkbox"/> Incumbent Data		Agency Code XXXX Department of State		NAME		POSITION NUMBER 16		Maximum-5 digits			
File Control Data A CLASSIFICATION TO 166XXX Deputy Director, Department of State, G19 FROM		Action Code TO 166XXX FROM		TITLE Deputy Director, Department of State, G19		Exempt Code 0					
B BASE GROSS ANNUAL SALARY FOR POSITION		1973-74 Actual SALARY FTE		1974-76 Estimated SALARY FTE		1975-76 Requested SALARY FTE		1976-77 Requested SALARY FTE			
C Budget Level Cur-req New Expn Rec'd Non-rec'd		D EMPLOYMENT CODE		E AREA OF EMPLOYMT.		F EMPLOYER PAYROLL CONTRIBUTIONS		Social Security Wkmen's Comp. Retire. System Unemp. Ins. Health Ins.			
G COST DISTRIBUTION BY ACCOUNTING ENTITY AND PROGRAM											
Year 1973-74 1974-75 1975-76 1976-77		Prog. Level One % FTE		ACCOUNTING ENTITY CODE AND PERCENT CODE % CODE % CODE % CODE %							
MARK (X) IF 1974-75 DISTRIBUTION IS THE SAME AS THE 1973-74 DISTRIBUTION											
MARK (X) IF 1975-76 DISTRIBUTION IS THE SAME AS THE 1974-75 DISTRIBUTION											
MARK (X) IF 1976-77 DISTRIBUTION IS THE SAME AS THE 1975-76 DISTRIBUTION											
Incumbent Data Social Security No. 511-02-9666 Employee's Last Name Jane First Name Mary Init. T H YEARS IN CONTINUOUS STATE SERVICE 0		AUTHORIZED SIGNATURE		TITLE		DATE					
Authorization and Approvals AGENCY Office of Budget and Program Planning Dept. of Admin. Personnel Division											

DUE DATE/DISTRIBUTION

The initial set of completed Position Detail Forms (except the agency copies) are to be sent directly to the Office of Budget and Program Planning as of or before the due dates specified in MAM, Section 2-0522.10. Forms completed to achieve the needed maintenance of the Master File are also to be sent directly to the Budget Office -- on a daily basis.



MONTANA ADMINISTRATIVE MANUAL
MANAGEMENT MEMO

	VOL.	YEAR	NO.
MANAGEMENT MEMO NUMBER	2	74	3A
DATE ISSUED	08-08-74		
DATE EFFECTIVE	07-01-74		

SUBJECT ▶ PREPARATION OF POSITION DETAIL FORM: Supplemental Instructions

TO: All State Agencies

FROM: *Doyle B. Saxby*
Doyle B. Saxby, Director
Department of Administration

In some cases it has become abundantly obvious that the instructions disseminated in Management Memo 2-74-3 concerning the preparation of the Position Detail Forms are not "crystal clear." Hopefully, the following clarifications will resolve problems detected to date.

EFFECTIVE DATE. All Position Detail Forms describing an agency's staffing pattern as of June 30, 1974 should be dated 06-30-74. Position Detail Forms requesting the modification of the classification structure (additions, deletions, or modifications) are to be added July 1, 1974 (07-01-74). Other changes required to update the master file are to carry the actual effective date (07-01-74) and thereafter. Please note that the correct configuration of the date is MM-DD-YY. All Position Detail Form with a 06-30-74 effective date should involve only an "add" action.

ACTION DATA. Only one of the three actions provided may be used on any one form. That is, you may EITHER add, modify, OR delete. Any number of blocks (A-H) may be involved in a modification action on the same form. Similarly, both a position or incumbent may be simultaneously effected with an add action or with a delete action.

POSITION NUMBER. The position number field may be assigned in non-sequential order to achieve an internal numbering scheme. Remember, however, that numbers in the 90,000 series, if assigned, are to be used ONLY to identify the aggregation of part-time/seasonal positions.

CLASSIFICATION CODE/TITLES. The classification code and title assigned to a position is to be reported on the "TO" line when the action is to add or delete. The "FROM" line is used ONLY when an existing classification is to be modified. In this case, the existing classification code and title is to be recorded on the FROM line and the proposed classification code and title is to be recorded on the TO line. In NO case are those working titles which existed prior to classification to be reported on the Position Detail Form.

BASE GROSS ANNUAL SALARY DATA. The amounts shown for fiscal years AFTER the 73-74 fiscal year are to reflect the amount of salary payable assuming that the position is filled for the FTE budgeted. The calculation formula is, briefly:

$$\text{Hourly Rate} \times 2,080 \times \text{FTE} = \text{Base Gross Annual Salary}$$

MODIFYING SALARY DATA. If, after inputting the anticipated salaries/FTE's for a position, a change is found to be required, it is necessary to modify the salary/FTE ONLY for the fiscal year requiring change. For example:

Originally Input As.

1973-74 Actual		1974-75 Estimated		1975-76 Requested		1976-77 Requested	
SALARY	FTE	SALARY	FTE	SALARY	FTE	SALARY	FTE
\$10,000	1.00	\$12,000	1.00	\$14,000	1.00	\$16,000	1.00

Modify to Increase 76-77 to \$18,000:

1973-74 Actual		1974-75 Estimated		1975-76 Requested		1976-77 Requested	
SALARY	FTE	SALARY	FTE	SALARY	FTE	SALARY	FTE
						\$18,000	1.00

The blocks unchanged with the modification will remain as originally input. (Keep in mind that if the FTE for a fiscal year is changed, the cost distribution data for that fiscal year must be changed accordingly.)

To DELETE information originally input, record "delete" in the applicable block or blocks.

EMPLOYMENT CODE. The employment code is a two-digit number as shown in the text of the instructions. (The illustration on page 15 shows only one digit.)

AREA OF EMPLOYMENT. If a particular position (or an aggregation of part-time positions) cannot be realistically associated with any one county, record 60 (Multiple County).

COST DISTRIBUTION BY ACCOUNTING ENTITY AND PROGRAM. The data in this field can be substantially modified in the same manner as described above for salary data with this difference: It is necessary to enter the program code to identify which element is to be changed. Also, to change the accounting entity distribution within a program, it is necessary to re-enter all the accounting entities and FTE for the PROGRAM. Note that it is necessary to submit data only for the year(s) being changed. To illustrate these requirements:

Originally Input As:

Year	Prog. Level One	% FTE	ACCOUNTING ENTITY CODE AND PERCENT									
			CODE	%	CODE	%	CODE	%	CODE	%		
1973-74	01	.50	01100	25	02200	50	03300	25				
	02	.50	01100	100								

Modify Program 01 to change: 01100 to 50%; 02200 to 50%; and eliminate 03300.

THE 02 PROGRAM WILL REMAIN UNCHANGED.

Year	Prog. Level One	% FTE	ACCOUNTING ENTITY CODE AND PERCENT									
			CODE	%	CODE	%	CODE	%	CODE	%		
1973-7-	01	.50	01100	50	02200	50						

Modify to delete Program 02 and increase FTE for Program 01.

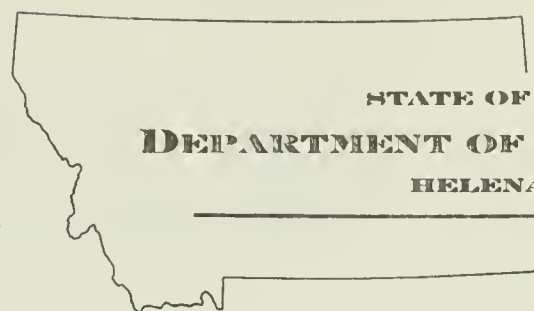
Year	Prog. Level One	% FTE	ACCOUNTING ENTITY CODE AND PERCENT									
			CODE	%	CODE	%	CODE	%	CODE	%	CODE	%
1973 74	01	1.00	01100	50	02200	50						
	02	Delete										

▶▶▶ The "% FTE" column in the cost distribution field should have been labelled simply "FTE." This FTE is of the same configuration as is the FTE recorded earlier in field B, Base Gross Annual Salary for Position.

YEARS IN CONTINUOUS STATE SERVICE. The information in this field will be used to make very rough estimates of the cost of a longevity plan if one is proposed. It in no way will be used in finalizing or converting to an actual longevity plan if one is adopted. Therefore, in computing years in continuous State service: consider only continuous service (a break by reason of termination from State service if even for a day constitutes a break); service with other than Montana state government is not to be considered; round partial-years services up from .5-.9 and down from .1-.4 (5.4 = 5; 5.5 = 6).

SUBMISSION OF COPIES. As indicated on page 20 of MM 2-74-3, the original and the first two copies of ALL Position Detail Forms are to be sent DIRECTLY to the Office of Budget and Program Planning. The two agency copies are to be retained in the agency files and utilized as required. Any modifications made to the information appearing on a Position Detail Form which are made by either the Office of Budget and Program Planning or the Department of Administration will be communicated to you in writing. Otherwise, it may be assumed that all data has been accepted as submitted. (A confirmation copy of Position Detail Forms submitted will NOT be returned to the agency.)

STAFFING STATUS REPORT. Several agencies have requested that a periodic "Staffing Status Report" be provided to indicate the composition of an agency's authorized positions and each position's incumbent or the lack thereof (vacant positions). Although such a report was not originally contemplated in our temporary Cost Projection Module, its merits are obvious. Accordingly, we will attempt to provide such a report as soon as practicable. Because our data processing resources are now already somewhat overtaxed, it will probably not be possible to develop such a report until mid-October.



STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
HELENA 59601

THOMAS L. JUDGE, Governor
DOYLE B. SAXBY, Director

September 30, 1974

TO: All State Employees
FROM: Doyle B. Saxby, Director
Lee J. Tickell, Administrator
SUBJECT: STATEWIDE CLASSIFICATION PLAN AND MONTANA SALARY SCHEDULE

INTRODUCTION

The attached Tentative Notice of Classification implements, effective immediately, the Statewide Classification Plan. The Tentative Notice of Classification is a computer generated document based on a Position Detail Form provided by your department to the State Personnel Division. Inherent in processing approximately 13,000 such notices is the possibility of some mistakes being made. This may be caused by keypunch errors, incorrect data having been input to the system or recent reassignments.

If, after reviewing the attached Tentative Notice of Classification you feel there is a mistake, you should consult with your immediate supervisor and, in turn, the department director or his designee. The State Personnel Division will then meet with the department between now and the final implementation date (now scheduled for October 31, 1974) and review each individual's question. This procedure will amount to an "informal" review.

EXPLANATION OF TENTATIVE NOTICE OF CLASSIFICATION

- Position Number** - Agency designated position numbering system which merely denotes the position number within the agency's organizational structure.
- Classification Code** - A six digit numeric code which identifies the specific job classification within the state classification inventory.
- Classification Title** - The official classification title for the position.
- Classification Grade** - Denotes the "skill level" within the 25 grade system being advocated.

APPEAL PROCEDURE

Montana statutes provide for a grievance procedure, to be prescribed by the Board of Personnel Appeals, to resolve any formal complaints that employees may have. The formal grievance/appeal procedure will not be utilized until after the final implementation of the Statewide Classification Plan on October 31, 1974. At that time, employees will have available to them both an informal and a formal grievance procedure.

The formal procedure will utilize a four step system. The informal procedure will terminate at step three. An employee may elect to begin the informal procedure initially and subsequently convert to the formal procedure. The basic steps will be:

1. Immediate supervisor.
2. Department Director or his representative.
3. State Personnel Division.
4. Board of Personnel Appeals.

The specifics of the "formal" procedure are now being developed by the Board of Personnel Appeals and will be available by October 31, 1974.

MONTANA SALARY SCHEDULE

The Montana Salary Schedule, appearing on the reverse side, is the recommendation of the State Personnel Division, Department of Administration, based on a salary survey completed during August 1974. It is tentative depending mainly on the availability of funds and Legislative approval.

The salaries appearing in the schedule are recommended to become effective on January 1, 1975. All salaries in the schedule will be increased on July 1, 1975 and July 1, 1976 to provide for cost of living adjustments.

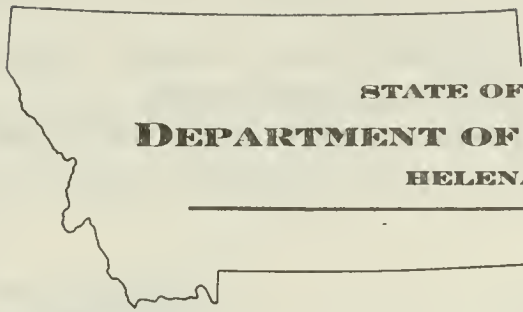
To find your recommended salary as of January 1, 1975, it is necessary to

1. Determine your grade level by referring to your Tentative Notice of Classification.
2. Locate that grade level in the left hand column of the Montana Salary Schedule (labeled "Grade").
3. Determine your present monthly salary. Your salary as of January 1, 1975 will be Step 3 ("Going Rate") for the indicated grade EXCEPT:

- A. If your monthly salary is higher than that indicated for Step 3, your salary will go to the next higher step but NOT in excess of Step 5 for the grade.
- B. If your salary is higher than Step 5 for the grade to which your classification is assigned, you would receive no salary increase as of January 1, 1975.
- C. If you are an employee of the Department of Institutions, your recommended salary increase will be tied to the Classification and Pay Plan according to the Governor's proposed Institutional Program.

Personnel hired after December 31, 1974 will start at Step 1 of the appropriate grade unless circumstances clearly justify a deviation from this policy.

STATE OF MONTANA DEPARTMENT OF ADMINISTRATION PERSONNEL DIVISION		MONTANA SALARY SCHEDULE			
		SALARY SURVEY BASE		AUGUST, 1974	
Salary schedule recommended by the Department of Administration to be effective from January 1, 1975 through June 30, 1975 with 9.7% differential between grades (vertically) and 4.75% differential between steps (horizontally).					
GRADE	STEP 1	STEP 2	STEP 3 <i>Going Rate</i>	STEP 4	STEP 5
25	2,759	2,890	3,027	3,171	3,321
24	2,515	2,634	2,759	2,890	3,027
23	2,293	2,402	2,515	2,634	2,759
22	2,090	2,189	2,293	2,402	2,515
21	1,905	1,995	2,090	2,189	2,293
20	1,737	1,819	1,905	1,995	2,090
19	1,583	1,658	1,737	1,819	1,905
18	1,443	1,512	1,583	1,658	1,737
17	1,316	1,378	1,443	1,512	1,583
16	1,199	1,256	1,316	1,378	1,443
15	1,093	1,145	1,199	1,256	1,316
14	997	1,044	1,093	1,145	1,199
13	909	952	997	1,044	1,093
12	828	867	909	952	997
11	755	791	828	867	909
10	688	721	755	791	828
9	627	657	688	721	755
8	572	599	627	657	688
7	521	546	572	599	627
6	475	497	521	546	572
5	433	454	475	497	521
4	395	414	433	454	475
3	360	377	395	414	433
2		347	360	377	395
1				347	360



STATE OF MONTANA
DEPARTMENT OF ADMINISTRATION
HELENA 59601

THOMAS L. JUDGE, Governor

DOYLE B. SAXBY, Director

October 15, 1974

TO: All State Employees

FROM: Doyle B. Saxby, Director
 Lee J. Tickell, Administrator, Personnel Division

SUBJECT: Statewide Classification Plan and Montana Salary Schedule

Introduction

As a result of public hearings and meetings with employees and employee representatives, certain modifications have been made to the initial recommended pay plan disseminated earlier this month.

Changes

The Montana Salary Schedule has been modified to include three longevity steps. Steps 6, 7, and 8 represent a 3% increase over the immediately preceding step of each grade level. Four years' service is required at steps 5, 6 or 7 before being eligible for the next step.

Upon implementation of the salary schedule, employees of record on December 31, 1974 will be integrated according to the following procedure (depending on availability of funds and legislative approval):

To find your "new" recommended salary as of January 1, 1975 thru June 30, 1975, it is necessary to:

1. Determine your grade level by referring to your tentative notice of classification.
2. Locate that grade level in the the left hand column of the "new" Montana Salary Schedule (labeled "Grade").
3. Determine your present monthly salary. Your salary as of January 1, 1975 will be Step 3 ("Going Rate") for the indicated Grade, EXCEPT:
 - A. If your monthly salary is higher than that indicated for Step 3, your salary will go to the next higher step, but NOT in excess of Step 8 for the Grade.
 - B. If your salary is higher than Step 8 for the Grade to which your classification is assigned, no salary increase will be received as of January 1, 1975.
 - C. If "Frozen" above Step 8, you will receive 50% of any cost of living adjustments made on July 1, 1975 and July 1, 1976 or step 8 of your grade whichever is greater.

Personnel hired after December 31, 1974, will start at step 1 of the appropriate grade. The time interval between step 1 and step 2 is 6 months. The time interval between step 2-3, 3-4, and 4-5 is one year each. The time interval between steps 5-6, 6-7, and 7-8 is 4 years each.

Class Specifications

During the week of October 14-18, 1974, class specifications will be distributed to all departments. A class specification is a general statement of duties, responsibilities, education and experience required for that particular classification. Questions concerning class specifications should be referred to your employing agency.

STATE OF MONTANA DEPARTMENT OF ADMINISTRATION PERSONNEL DIVISION		MONTANA SALARY SCHEDULE						
		SALARY SURVEY BASE			AUGUST, 1974			
Salary schedule recommended by the Department of Administration to be effective from January 1, 1975 through June 30, 1975 with 9.7% differential between grades (vertically) and 4.75% differential between steps (horizontally). Steps 6, 7 and 8 represent 3-4 year longevity increments.								
GRADE	STEP 1	STEP 2	STEP 3 Going rate	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
25	2,759	2,890	3,027	3,171	3,321	3,421	3,524	3,630
24	2,515	2,634	2,759	2,890	3,027	3,118	3,212	3,308
23	2,293	2,402	2,515	2,634	2,759	2,842	2,927	3,015
22	2,090	2,189	2,293	2,402	2,515	2,590	2,668	2,748
21	1,905	1,995	2,090	2,189	2,293	2,362	2,433	2,506
20	1,737	1,819	1,905	1,995	2,090	2,153	2,218	2,285
19	1,583	1,658	1,737	1,819	1,905	1,962	2,021	2,082
18	1,443	1,512	1,583	1,658	1,737	1,789	1,843	1,898
17	1,316	1,378	1,443	1,512	1,583	1,640	1,679	1,729
16	1,199	1,256	1,316	1,378	1,443	1,486	1,531	1,577
15	1,093	1,145	1,199	1,256	1,316	1,358	1,396	1,438
14	997	1,044	1,093	1,145	1,199	1,235	1,272	1,310
13	909	952	997	1,044	1,093	1,126	1,160	1,195
12	828	867	909	952	997	1,027	1,058	1,089
11	755	791	828	867	909	936	964	993
10	688	721	755	791	828	853	879	905
9	627	657	688	721	755	778	801	825
8	572	599	627	657	688	709	730	752
7	521	546	572	599	627	646	665	685
6	475	497	521	546	572	589	607	625
5	433	454	475	497	521	537	553	570
4	395	414	433	454	475	489	504	519
3	360	377	395	414	433	446	459	473
2		347	360	377	395	407	419	432
1				347	360	371	382	393

CONSULTANT'S REPORT ON THE MONTANA
WAGE AND SALARY SURVEY

Prepared by the
Bureau of Business and Economic Research
School of Business Administration
University of Montana
Missoula, Montana

for the
Department of Administration
Personnel Division

September 1974

INTRODUCTION

The Bureau of Business and Economic Research, University of Montana, has served as a consultant to the Department of Administration, Personnel Division, in connection with a wage and salary survey conducted by the Division during summer 1974. The objective of the survey was to estimate the range of wage rates and the statewide average wage rate paid by businesses and local governments for selected occupations (key classes) common in state government. Such information would be helpful in developing a pay schedule for state government employees.

The overall responsibility for the survey lay with the Personnel Division, Department of Administration. The services provided by the Bureau of Business and Economic Research included sample design, and the compilation of the resulting data into summary reports. This report will describe these and other procedures followed in the survey.

SURVEY METHODOLOGY

Selection of Key Classes

Due to the time constraints of the project, the selection of occupations for which wage data would be collected (key classes) was made by the Personnel Division at the same time the BBER was preparing the sampling design. The Personnel Division, with the assistance of experts from the U.S. Civil Service Commission, reviewed the spectrum of state job classifications and selected those which it felt could serve as benchmark positions in the development of a new state pay schedule. In addition to

selecting occupations (key classes) common to many state governmental departments and expected to be found in many private firms, a selection of more specialized occupations was added to provide feedback on the reclassification of all state jobs which had recently been completed by the Personnel Division.

The proposed list of key classes was divided into three lists: those occupations which the state government recruits predominately from (1) the labor force within the state, (2) within the region, and (3) the nation. Several of the occupations appear on two lists for comparison purposes.

National Survey

Ten key classes were selected for the national survey and the salary data was obtained from the International Personnel Management Association (IPMA) Pay Rates in the Public Service, April 1974. This study annually surveys 159 city, county, municipal, and state agencies for 87 common job classes and reports the salary range for each jurisdiction. The sample size for the ten key classes selected ranged from 21 to 47 states (Montana excluded). The states of Wyoming and Mississippi did not participate in the survey. Table 1 lists the key class title, series, grade, and comparable IPMA title. Appendix A contains the summaries of the data for the national sample. Salaries are expressed as monthly rates of base pay.

¹The series number is a unique identification number assigned to each of the state occupation titles by the Personnel Division.

Table 1
National Survey Key Classes

<u>Montana's Title</u>	<u>Series</u>	<u>Grade</u>	<u>IPMA Title</u>
Computer Programmer II	020026	G-12	Computer Programmer
Business Manager IV	169109	G-14	Institutional Manager
State Planner IV	199008	G-14	City Planner
Veterinary Livestock Inspector	073005	G-14	Veterinarian
Auditor, Supervisor I	160011	G-15	Auditor "B"
Education Supervisor I	099015	G-15	Education Consultant
Management Analyst III	020023	G-15	Senior Analyst
Dentist	072002	G-17	Dentist
Psychiatrist I	070001	G-17	Psychiatrist
Physician II	070008	G-19	Physician

Regional Survey

The Personnel Division selected Washington, Oregon, Idaho, Wyoming, North Dakota, and South Dakota as the states to survey in the regional sample. Mail questionnaires were sent to the personnel departments of the six state governments, requesting the current monthly salary range for state government employees in each of 76 key classes selected for the regional sample. Telephone follow-ups were necessary to obtain the data from all the states. Table 2 contains the key classes selected for the regional sample. Of the 76 regional key classes, one appears on the national survey and 19 appear on the in-state survey for comparison purposes. Appendix B contains summaries of the regional survey data, with an average minimum and maximum based on the number of states reporting information in each respective key class.

In-State Survey

The BBER recommended that the number of key classes for the in-state survey be held to 40 or 50 fairly broad occupations to insure that a sufficient number of employees could be identified to produce reliable

Table 2
Regional Survey Key Classes

<u>Montana's Title</u>	<u>Series</u>	<u>Grade</u>
Correctional Officer	372005	G-8
Psychiatric Aide II	355009	G-9
Right of Way Agent II	191010	G-10
Licensed Practical Nurse I	079001	G-10
Accountant I	160013	G-11
Landscape Architect I	019005	G-11
Forester I	040011	G-11
Statistician I	020015	G-11
Training Officer I	166007	G-11
Fish and Game Warden I	379004	G-11
Pharmacist II	074003	G-11
Soil Scientist I	040023	G-11
Social Worker I	195008	G-11
Highway Patrol Officer II	375002	G-11
Bank Examiner I	160035	G-12
Chemist I	022004	G-12
Civil Engineer-in-Training	005042	G-12
Sociologist I	054013	G-12
Pharmacist III	074004	G-12
Social Worker II	195009	G-12
Editor I	132001	G-12
Geologist I	024003	G-12
Job Analyst I	166005	G-12
Professional Nurse I	075001	G-12
Accountant III	160015	G-13
Landscape Architect III	019007	G-13
Forester III	040013	G-13
Soil Scientist II	040024	G-13
Statistician III	020017	G-13
Training Officer III	166009	G-13
Chemist II	022005	G-13
Editor II	132002	G-13
Geologist II	024004	G-13
Job Analyst II	166006	G-13
Electrical Inspector	824001	G-13
Plumbing Inspector	862005	G-13
Fishery Management Biologist	041025	C-13
Archivist II	101002	G-13
Administrative Officer I	169011	G-13

Table 2 - continued
Regional Survey Key Classes

<u>Montana's Title</u>	<u>Series</u>	<u>Grade</u>
Bank Examiner II	160036	G-14
Civil Engineer II	005016	G-14
Sociologist II	054014	G-14
Psychologist II	045005	G-14
Lawyer II	110002	G-14
Pilot II	196002	G-14
Data Processing Systems Analyst	012009	G-14
Personnel Officer II	166013	G-14
Curator III	102004	G-15
Vocational Training Director	097001	G-16
Montana Bicentennial Commission Director	187017	G-16
Gross Vehicle Weight Division, Administrator	169079	G-17
Transportation Specialist	184003	G-17
Superintendent, Institution I	187021	G-17
Chief, Mental Health Bureau	195035	G-17
Dentist	072002	G-17
Personnel Division Administrator	166022	G-18
Forestry Division Administrator	040002	G-18
Rehabilitation Services Division, Administrator	169096	G-18
Enforcement Division Administrator (Fish and Game)	379013	G-18
Montana Historical Society Director	052001	G-18
Chief, Employment Service Bureau	166036	G-18
State Librarian	100005	G-18
Deputy Director Department of Fish and Game	169099	G-19
Deputy Director Department of Social and Rehabilitation Services	169100	G-19
Superintendent Institution III	187023	G-19
Workmen's Compensation Division, Administrator	169130	G-20
Engineering Division Administrator (Highway)	005002	G-20
Deputy Director Department of Revenue	169105	G-20
Deputy Director Department of Administration	160072	G-20

Table 2 - continued
Regional Survey Key Classes

<u>Montana's Title</u>	<u>Series</u>	<u>Grade</u>
Administrator Investments Division	020001	G-20
Physician III	070009	G-20
Deputy Director, Department of Institutions	169102	G-20
Psychiatrist IV	070004	G-21
Clinical Director	041001	G-23
Psychiatrist V	070005	G-24
Superintendent, Institution V	187025	G-25

results. The Personnel Division expressed the desire to add to that number to provide additional data, since this was the first wage survey it had conducted. The BBER concurred that the list could be expanded without degrading the overall survey, but also that an insufficient number of employees would probably be identified in many key classes due to the degree of specialization of some of the occupations.

At the Bureau's recommendation, a multi-stage stratified sample was used to obtain wage and salary rates paid by private industry and local governmental units within the state for the 62 key classes selected by the Personnel Division to comprise the in-state survey. Table 3 contains the key classes selected for the in-state survey.

Sample Design. The sample elements were defined to be the employees in the state which fall into the key classes for the in-state portion of the survey. The size of the population of sample elements was unknown and not available from existing sources. Therefore, it was necessary to assume that the distribution of the sample elements follows the distribution of total employment in the state. In other words, it appeared safe to say that the chance of finding key class positions would be much higher in areas of high employment concentration and therefore such areas should be well represented in the sample. Also, it was desirable to limit the geographical area to be covered in the survey because of the limited number of interviewers available to the Personnel Division. Private firms and local government units were used as sampling units to locate concentrations of employees.

State 1: Montana's counties were separated into two strata, one composed of counties with concentrated employment and the other composed of counties with lower employment levels.

Table 3

In-State Survey Key Classes

<u>Montana's Title</u>	<u>Series</u>	<u>Grade</u>
File Clerk I	206001	G-3
Clerk Typist I	209001	G-4
Food Service Worker I	311001	G-4
Keypunch Operator I	213001	G-4
Custodial Worker I	382001	G-5
Liquor Store Clerk I	223003	G-5
Switchboard Operator I	235001	G-5
Clerk Stenographer II	202002	G-6
Security Guard II	372002	G-6
Service Station Attendant	915001	G-6
Accounting Clerk II	219002	G-7
Brand Inspector I	413003	G-7
Child Care Attendant, School I	355001	G-7
Cook I	315001	G-7
Equipment Operator I	919004	G-7
Nurses Aide I	355005	G-7
Personnel Clerk II	205002	G-7
Secretary I	201001	G-7
Warehouse Worker II	922002	G-7
Correctional Officer	372005	G-8
Draftsman II	017005	G-8
Eligibility Technician	195001	G-8
Survey Aide II	018010	G-8
Weighing Station Operator I	224001	G-8
Appraiser I	191001	G-9
Barber	330001	G-9
Clerk Supervisor II	219015	G-9
Equipment Operator II	919005	G-9
Laboratory Technician I	029004	G-9
Legal Secretary II	201009	G-9
Maintenance Worker II	899002	G-9
Psychiatric Aide II	355009	G-9
Administrative Assistant II	169008	G-10
Butcher	316001	G-10
Engineering Technician II	018003	G-10
Equipment Mechanic II	620002	G-10

Table 3 - continued
In-State Survey Key Classes

<u>Montana's Title</u>	<u>Series</u>	<u>Grade</u>
Licensed Practical Nurse I	079001	G-10
Maintenance Painter	840001	G-10
Offset Press Operator I	651001	G-10
Right of Way Agent II	191010	G-10
Stationary Engineer II	950002	G-10
Store Manager III	185005	G-10
Accountant I	160013	G-11
Employment Interviewer II	166002	G-11
Fish and Game Warden I	379004	G-11
Forester I	040011	G-11
Highway Patrol Officer II	375002	G-11
Inspector, Construction II	182002	G-11
Machinist	600001	G-11
Maintenance Carpenter	860001	G-11
Maintenance Electrician	829001	G-11
Maintenance Plumber	862002	G-11
Social Worker I	195008	G-11
Soil Scientist I	040023	G-11
Statistician I	020015	G-11
Computer Programmer II	020026	G-12
Professional Nurse I	075001	G-12
Purchasing Agent III	162003	G-12
Architect I	001005	G-13
Civil Engineer I	005015	G-13
Electrical Inspector	824001	G-13
Plumbing Inspector	862005	G-13

The 56 counties were ranked according to the number of employees covered by unemployment insurance for fiscal 1973 (12 month average) as published by the Employment Security Division (table 4). The twelve large counties (in terms of employment) comprise 71.5 percent of total state covered employment and were assigned to stratum I. The remaining 44 counties were assigned to stratum II; they comprise 21.9 percent of total state covered employment. To limit the geographical area to be covered and still retain a substantial number of employees to potentially sample, the twelve counties in stratum I were selected with certainty (probability of selection = 1) and six counties were selected systematically from stratum II with the chance of selection being proportional to the size of the county in terms of employment.² The total number of 18 counties was determined in consultation with the Personnel Division to be manageable in terms of geographical area.

A third strata was created to accommodate sampling the multi-county (statewide) firms in Montana (firms operating in more than one county who report their employment as a state total and account for 6.6 percent of total state covered employment). Not enough information was available about the population of these firms to incorporate them in a probability sample; therefore, they were defined as a separate stratum and sampled on a judgment basis by the Personnel Division from a list of large multi-county firms.

²The six small counties representing stratum II were selected by dividing the total employment in the 44 counties by 6 to determine the sampling interval and then repeatedly adding that interval to a random number start to determine the sampling points. By locating the sampling points in the cumulative total column (table 4) the names of the six counties were determined. (The list is considered to be circular so that the last unit is followed by the first.)

Table 4

Covered Employment by County
(12 Month Average, Fiscal 1973)

<u>County</u>	<u>Covered Employment</u>	<u>Cumulative Employment</u>
Yellowstone	24,801	
Cascade	17,520	
Missoula	15,358	
Silver Bow	10,867	
Flathead	9,481	
Lewis and Clark	8,799	
Gallatin	6,691	
Lincoln	3,974	
Hill	3,230	
Deer Lodge	3,167	
Valley	2,607	
Custer	2,426	
Dawson	2,350	2,350
Lake	2,109	4,459
Glacier	2,065	6,524
Ravalli	2,061	8,585
Park	1,943	10,528
Fergus	1,814	12,342
Richland	1,813	14,155
Sanders	1,389	15,544
Roosevelt	1,386	16,930
Big Horn	1,183	18,113
Rosebud	1,103	19,216
Toole	1,008	20,224
Beaverhead	1,003	21,227
Pondera	899	22,126
Powell	833	22,959
Blaine	767	23,726
Carbon	761	24,487
Sheridan	719	25,206
Fallon	619	25,825
Musselshell	586	26,411
Mineral	574	26,985
Teton	539	27,524
Phillips	538	28,062
Madison	536	28,598
Stillwater	481	29,079
Sweetgrass	444	29,523
Choteau	440	29,963

Table 4 (continued)

Covered Employment by County
(12 Month Average, Fiscal 1973)

<u>County</u>	<u>Covered Employment</u>	<u>Cumulative Employment</u>
Broadwater	369	30,332
Jefferson	364	30,696
Granite	349	31,045
McCone	335	31,380
Daniels	313	31,693
Wheatland	248	31,941
Powder River	245	32,186
Meagher	234	32,420
Liberty	175	32,595
Prairie	164	32,759
Carter	133	32,892
Garfield	128	33,020
Judith Basin	119	33,139
Wibaux	96	33,235
Treasure	78	33,313
Golden Valley	24	33,377
Petroleum	<u>22</u>	33,359
Total by County	142,280	
Multi-County	<u>10,069</u>	
State Total	152,349	

STRATUM II SELECTION

$$\text{Interval} = \frac{33,359}{6} = 5,560$$

Random Number Start 22,553

Sampling Points on Cumulative Total Column:

22,553

28,113

314

5,874

11,434

16,994

Source: Department of Labor and Industry, Employment Security Division, Montana Labor Market, FL297 (Helena, Montana), January 1974.

Sample data from the three strata in Stage 1 was weighted in proportion to the employment each stratum represents of the total in arriving at estimates for the state as a whole.

Stage 2: Sub-stratification of the firms and governmental units within Strata I and II of Stage 1. Private firms were separated into three strata on the basis of employment size and a fourth stratum was defined for local governmental units.

Private firms. A comprehensive listing of firms was not available to use for sampling so the BBER contacted the Employment Security Division and received permission to extract the needed information from its records. The ESD information on firm size (number of employees), industry code, and county location, by individual firm account numbers was found to be available only on statewide lists broken down into 3- and 4-digit Standard Industrial Classification codes. Extracting the information on firms in the sample counties required that BBER personnel hand copy approximately 4,900 firm entries from about 250 pages of machine listings, keypunch the data onto cards, sort them on the computer and print listings in suitable format for sample selection.

The resulting list of firms (the sampling frame) must be considered to be only a close approximation of the population of firms in the sample counties since the most recently compiled lists of the ESD were for the first quarter of 1972; the possibility exists of firms being missed on the hand copying operation, although care was taken to avoid such errors.

Firms were classified as to number of employees with the following set of codes:

<u>Code</u>	<u>Number of Employees per Reporting Firm</u>
1	0-3
2	4-9
3	10-19
4	20-49
5	50-99
6	100-249
7	250-499
8	500-999
9	1,000 and over

Code 1 firms were omitted from the population list as being too small to produce good data and too expensive (per unit of information) to sample. Employees of very small firms generally have varied duties which do not closely coincide with the specific descriptions written for key classes in wage surveys; therefore it is difficult to identify employees meeting the key class requirements. The effect on the survey results from omitting the small firms is small; even though more than half of the firms are classified as code 1, they employ only about 11 percent of the state's covered workers.

The 4,850 private firms in the sample counties employing more than three persons (excluding multi-county firms) were sorted by size of firm code and stratified in the following manner:

<u>Stratum</u>	<u>Size of Firm Code</u>	<u>Number of Firms</u>	<u>Number of Firms to be Sampled</u>
A	9	3	3
	8	7	7
	7	7	7
B	6	53	15
	5	118	35
C	4	617	12
	3	1,178	22
	2	<u>2,867</u>	<u>56</u>
		4,850	157

The disproportionate sampling rates were set at 100 percent for stratum A, approximately 29 percent for stratum B, and approximately 1.9 percent for stratum C. Therefore the large firms in stratum A were sampled with certainty and lower strata were sampled at successively lower selection rates. This scheme of disproportionate sampling rates is supported by two reasons: higher quality data and more economical sampling. It was felt that the large firms would produce better information relative to this survey for the following reasons: larger firms have employees with more precisely defined job descriptions and duties; large firms are recruiting in larger areas more comparable to the state government's recruiting area; large firms are more likely to have negotiated labor contracts; and large firms are usually trend setters in wages and fringe benefits. Large firms employ more workers per location on the average than smaller firms; therefore more information was generated by interviewing a large firm, lowering the cost per unit of information.

The same systematic selection procedure with a random start was used to select firms from population strata B and C jointly for sample Strata I and II. The selected account numbers on the firm list were then located in the ESD master name and address listing file. A few firms in the address listing were noted as out of business or merged with other firms. In those cases the previous firm entry on the firm list was substituted for the cancelled firm.

Hospitals were added to the mandatory list of industries whose employees are covered by unemployment insurance during late 1972, therefore the sample drawn from the first quarter 1972 population of firms contains only one hospital. To supplement this underrepresented industry in the sample, the names of the other 10 hospitals in the state with 250 or more

employees were taken from a more current list of large firms (100 + employees), supplied by the ESD, and added to the sample in stratum A.³

Governmental units. The Personnel Division desired to survey all of the sample county governments and the major city in each county if the population of the city exceeded approximately 4,300 inhabitants. This resulted in the selection of the 18 county and 14 city governments (based on 1970 Census of Population figures) listed in table 5 and designated as comprising sample stratum D of Stage 2. The BBER agreed that this stratum could be sampled with certainty and properly weighted in the final estimates without introducing any bias beyond that created by the exclusion of cities of less than 4,300 population.

After adding the hospitals group to substratum A of stratum I the BBER recommended the following sample:

Stratum I -- 12 large counties

Substratum A: 27 firms
Substratum B: 45 firms
Substratum C: 81 firms
Substratum D: 23 governmental units

Stratum II -- 6 small counties

Substratum A: no firms
Substratum B: 5 firms
Substratum C: 9 firms
Substratum D: 9 governmental units

Stratum III -- multi-county firms

Judgment sample of major multi-county firms.
A minimum of 10-20 of these firms was recommended.

³Firms can be added to stratum A without introducing a bias since that stratum is sampled with certainty. To do so in the other strata would alter the randomness of the selection and possibly introduce a bias.

Table 5

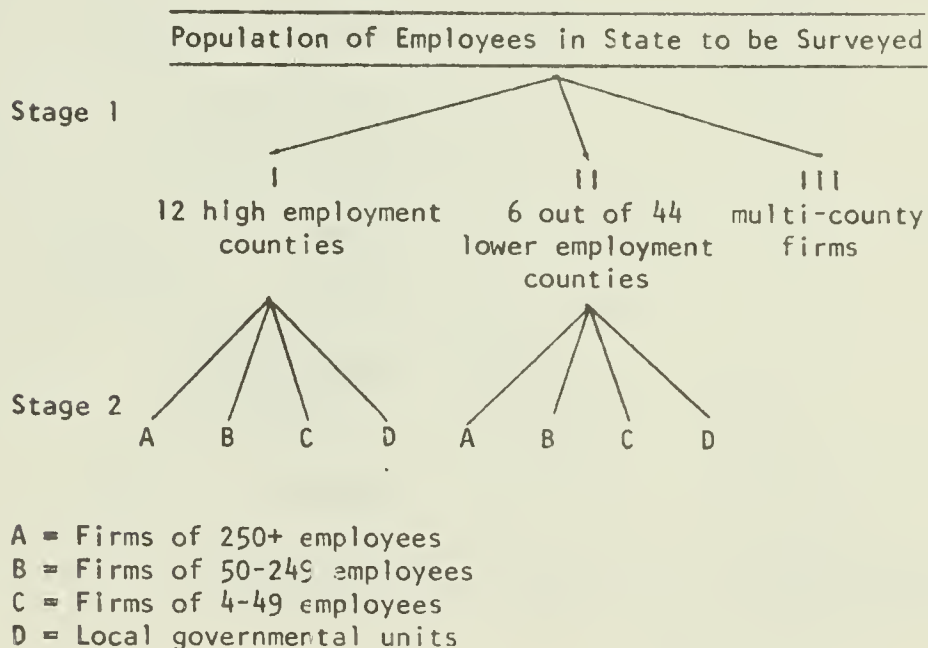
Local Governmental Units Selected for Sample

<u>Counties</u>	<u>Cities and Towns</u>
Big Horn	Anaconda
Cascade	Billings
Custer	Bozeman
Dawson	Butte
Deer Lodge	Deer Lodge
Fergus	Glasgow
Flathead	Glendive
Gallatin	Great Falls
Glacier	Havre
Hill	Helena
Lewis and Clark	Kalispell
Lincoln	Lewistown
Madison	Miles City
Missoula	Missoula
Powell	
Silver Bow	
Valley	
Yellowstone	

Sample information from the four sub-strata were weighted in proportion to the total employment they represent of their respective primary strata. For example (referring to figure 1) the weighting factors for sub-strata A, B, C, and D of primary stratum I were directly proportional to each of the sub-strata's share of the total employment for strata I and the four factors had to add to 1.0. The same procedure was used to determine the weights for the four sub-strata of primary stratum II.

The precise weighting factors could not be developed in advance since the sample information was needed to estimate some of the data for the Stage 2 weighting.

Figure 1



By stratifying the population of employees in Stage 1 the geographical area to be covered by the interviewers was reduced and the survey centered on the employee concentration areas of the state.

Stage 2 stratification focused the sample on the employee concentrations in large firms and major local governmental units.

Stratification generally increases the efficiency of the sampling process without introducing bias by decreasing the variance of the sample estimate.⁴ Therefore, stratification should lower the sample size needed to achieve a certain level of precision. With no knowledge of the variability of the data which would be generated by the survey, it was impossible to make a firm estimate of the sampling error to be expected. Basically, the survey design took the maximum number of interviews the Personnel Division felt it could perform and stratified the sample to increase the statistical efficiency of the sample. Information gained from the initial survey will, of course, provide the basis for much more precise sample designs in succeeding years.

Field Survey. On July 19, 1974, the BBER provided the Personnel Division with the list of sample firms to survey for strata I and II, a list of major multi-county firms to draw a judgment sample from, and copies of the sample design. The Personnel Division selected six multi-county firms to sample in-state and sent out letters to all of the selected firms and governmental units requesting their cooperation.

A BBER staff member attended two interviewer training sessions, conducted by the Personnel Division, to assist in standardizing the interview procedures, and the recording of data on data collection forms. Briefly, the interviewer's instructions were to contact the personnel manager or other knowledgeable person in the firm, explain the purpose of his visit, and with the manager's assistance, complete a data collection

⁴ If the stratification is irrelevant to what is being estimated the variance may not be decreased, but neither will it be increased.

form (figure 2) for each key class in which any of the firm's employees could be identified. Each interviewer carried detailed job descriptions for each key class which could be compared with the employee's actual job duties, responsibilities, and education.

The interviewers started the field survey on August 5 and the BBER received the last of the data collection forms on August 27, 1974.

During the first week of the field survey seven firms were found to be out of business, moved to non-sample counties, or not able to be located. These firms were replaced by the previous firm entry on the sampling frame listing of firms. Several other firms were not located during the survey, but time did not permit their replacement.

Survey Response. The Personnel Division monitored the interviewers' progress on a daily basis, reviewed the data collection forms for completeness and forwarded the forms to the BBER for tabulation.

Table 6 contains a summary of the in-state survey responses by strata. Of the 205 firms and local governmental units selected for the sample, 166, or 81 percent responded favorably to the survey. However, in 37 of the 166 firms, the interviewer was unable to identify any key classes. Therefore, 129 sampling units provided wage data for the survey.

Of the 39 sampling units reported as non-responses, five had gone out of business, three could not be located, and one had moved from the sample county, leaving 30 units, or 15 percent of the total sample who refused to participate.

A lower refusal rate could possibly have been achieved by omitting the advance letter and relying only on interviewer contact, since 25 of the 30 refusals came on a reply form in response to the letters. However, a response rate of 81 percent is considered good for this type of sampling.

Table 6
In-State Survey Response Summary

<u>Strata</u>	<u>Number of Firms in Sample^a</u>	<u>Number of Non-Responses</u>	<u>Number of Firms Responding</u>	<u>Number of Firms without Key Classes</u>	<u>Number of Firms with Key Classes</u>
Stratum I	176	34	142	35	107
Substratum IA	27	1	26	1	25
Substratum IB	45	14	31	5	26
Substratum IC	81	18	63	29	34
Substratum ID	23	1	22	--	22
Stratum II	23	5	18	2	16
Substratum IIA	--	--	--	--	--
Substratum IIB	5	1	4	2	2
Substratum IIC	9	4	5	--	5
Substratum IID	9	--	9	--	9
Stratum III	6	--	6	--	6
Total	205	39	166	37	129

^aThe term "firms" includes governmental units.

The total sample size of 205 had been selected, anticipating a response rate of about 85 percent. If the response rate had fallen below 75 percent a supplementary sample would have been drawn.

Tabulation of In-State Survey Data. Data from the survey data collection forms were keypunched into computer cards and verified for accuracy. The deck of data cards was sorted by firm code, checked for completeness and then run through a program written by BBER personnel to estimate the average size of firm in each substratum and to compute the substrata weights, based on the sample data.⁵ Table 7 contains a summary of the firms responding with useable information, the number of workers employed by those firms, and the average size of firm and weighting factor for each substratum.

The weighting factors for the major strata were computed by dividing the total employment which each stratum represented by the total employment for the state. From table 4 we have the following estimates of employment:

12 largest counties (Stratum I)	108,921	71.5%
44 smaller counties (Stratum II)	33,359	21.9%
Multi-county (stratum III)	<u>10,069</u>	<u>6.6%</u>
State total	152,349	100.0%

⁵The size of the population of employees in each of the eight substrata is not available from any source, therefore, it was necessary to estimate the number of employees in each substratum by multiplying the average size of firms by the number of firms in the substratum sampling frame. Substrata weights were then computed by dividing the substrata employment estimate by the total of the estimates in the respective major strata.

$$W_{IA} = \frac{E_{IA}}{E_{IA} + E_{IB} + E_{IC} + E_{ID}}, \dots, W_{IID} = \frac{E_{IID}}{E_{IIA} + E_{IIB} + E_{IIC} + E_{IID}}$$

where W_{IA} is the weighting factor for the substratum IA and E_{IA} is the estimate of employment for that substratum.

Table 7
Substrata Weighting Factors

<u>Strata</u>	<u>Number of Firms with Key Classes</u>	<u>Number of Employees</u>	<u>Average Number of Employees</u>	<u>Weighting Factors</u>
Stratum I	107	22,755		
Substratum IA	25	14,434	577	.14387
Substratum IB	26	3,046	117	.17504
Substratum IC	34	575	17	.63388
Substratum ID	22	4,700	213	.04721
Stratum II	16	767		
Substratum IIA	0	0	0	.00000
Substratum IIB	2	150	75	.08964
Substratum IIC	5	85	17	.83984
Substratum IID	9	532	59	.07052
Stratum III	6	8,018		
Total	129	31,540		

The above percentages would have been used as the weighting factors, however, information received from the Employment Security Division indicated that many of the multi-county firms are broken out to the counties in which they operate before the ESD publishes its annual reports. This breakout is not made on the machine listing from which the sampling frame list was made. Therefore, to make the two sources compatible, the BBER obtained worksheets from the ESD for the 32 largest multi-county firms, which the ESD allocates to various counties in its annual reporting, and reversed the allocations to adjust the estimate of the actual number of employees reported by multi-county firms.

Since the ESD does not report local government employment, a second adjustment was made to estimate government employment for counties, and cities of over 4,300 population, in Strata I and II.⁶ Table 8 summarizes the estimates for the major strata weights.

The data cards were then processed by a second computer program to produce data summary reports for each key class and each grade level in the in-state survey. Appendix C contains the computer produced reports in order of grade level.

Briefly, the second program read the data on employment and wages and salaries, adjusted to a common basis of a 40 hour work week, computed the desired statistics and printed an output report. Input data had to fall into one of the substratum of Strata I or II, or into Strata III, depending on where the data was collected. Using the substrata weighting factors derived above, the program computed weighted averages of the

⁶To estimate the adjustment, the 24 governmental units in Strata I and 50 governmental units in Strata II were multiplied times the average employment per government in ID and IID of the sample respectively.

Table 8

Summary of the Adjusted Employment Estimates
and Weighting Factors for each Major Strata

	<u>Strata</u>	<u>Employees</u>	<u>Weighting Factors</u>
I	(12 large counties)		
	FY 73 employment (ESD)	108,921	
	Less multi-county adjustment	9,005	
	Plus local government estimate	<u>5,112</u>	
		105,028	.6547
II	(44 small counties)		
	FY 73 employment (ESD)	33,359	
	Less multi-county adjustment	3,054	
	Plus local government estimate	<u>2,950</u>	
		33,255	.2073
III	(multi-county firms)		
	FY 73 employment (ESD)	10,069	
	Plus multi-county adjustment	<u>12,059</u>	
		<u>22,128</u>	.1379
		160,411	

substrata statistics to estimate averages for major Strata I and II. Again using the major strata weighting factors the program computed a weighted average of the major Strata I, II, and III to estimate a state average based on the sample data. The program also computed the number of firms and employees identified in each stratum and displayed the breakdown by industry and size of firm.

Interpretation of In-State Survey Reports. Referring to the summary report for Clerk Typist I, G-4, we see, for example, that 21 employees were identified in 11 different sample firms in substratum IB. The statistics Q_1 and Q_3 form the interquartile range. That is, approximately 25 percent of the employees in the substratum had monthly wages of less than \$400 and approximately 25 percent had wages of more than \$500. The median of \$440 marks the middle value; approximately 50 percent of the Clerk Typists identified were paid at higher rates and 50 percent received lower wages.⁷

Each firm was asked to indicate the hiring rate and maximum rate it pays for this classification. In substratum IB the averages, weighted by the number of employees are \$399.19 and \$520.43 for the hiring and maximum rates, respectively.

The weighted mean of \$442.63 is the arithmetic average of the actual wages reported for the 21 employees in this substratum. The variance of the mean (the squared standard error of the mean) is a measure of the variability of the actual data gathered in the substratum.

⁷The formula for determining the median employee is $n/2 + 1/2$, counting from the lowest value, where n is the number of employees. If n is equal, then the median is the mean of the two middle values. The formulas for determining the order numbers of the employees at Q_1 and Q_3 are $n/4 + 1/2$ and $3n/4 + 1/2$, respectively, counting from the lowest value. Fractional order numbers are interpolated between neighboring employees in the ordered list.

We can use the square root of the variance in estimating confidence intervals around the mean of the observations in a particular stratum. For example, we can estimate the confidence interval, at the 95 percent level, around the mean of the observations in substratum 1B by computing $\$442.63 \pm 1.96 \sqrt{171}$. As a result, we can say, with 95 percent confidence, that the average wage for Clerk Typist I in firms in large counties with 50 to 249 employees is in the range from \$417.00 to \$468.26 (though the obtained sample mean is the best available point estimate of the mean).⁸

Estimates of the interquartile range, median, hiring and maximum rates and mean for Strata I are made by taking a weighted average of the four substrata using the substrata weights developed in table 7. An analogous procedure would be used to make estimates for Strata II. However, in this particular example, there is no data reported in either IIA or IIB, so the computer was programmed to recompute the weights for IIC and IID in proportion to the employment population they represent and so their weighting factors add to 1.0.⁹ Again, estimates of the statistics

⁸More precisely, the variance is the mean squared deviation of the observations around the mean of the observations. The standard deviation of the sampling distribution, often called the standard error, is the square root of the variance of the sampling distribution. The formula for the variance of the sample mean of a substratum in a stratified sample is

$$\text{var}(\bar{y}_{h0}) = \left(\left(\sum_i^{n_h} y_{hi}^2 - \frac{(\sum y_h)^2}{n_h} \right) / (n_h - 1) \right) / n_h$$

A finite population correction factor $(1 - n/N)$ is usually applied to the variance and in effect reduces its magnitude where a high percentage of the population is sampled. However, in this survey, N is not known for each key class and grade level, so the finite population correction factor has been omitted. The omission, of course, produces larger variances and hence more conservative estimates. See Leslie Kish, Survey Sampling (New York: John Wiley & Sons, Inc., 1965, chapters 1 and 3).

⁹The program automatically recomputes the weights if any substrata and/or major strata does not have any reported observations.

for the state are computed by taking a weighted average of the three major strata using the weights developed in table 8. Estimates of the variance for Strata I, Strata II, and the state are also weighted averages of their components but the weighting factors are squared before the computation of the weighted averages.¹⁰

Looking now at the weighted mean for the state we could again compute a confidence interval around that estimate at the 95 percent confidence level by computing $\$463.94 \pm 1.96 \sqrt{77}$. Thus, we could say with 95 percent confidence that the mean wage for Clerk Typists I in the state is in the range of \$446.74 to \$481.14. However, our best estimate of the mean is still \$463.94.

The median can be interpreted as the central tendency for wage rates in the key class (or grade) on the basis of simple order of wage size, i.e., without weighting by actual wage intervals. The interquartile range cuts off the extreme observations at both ends of the wage spectrum and, as with the variance of the mean, gives us another measure of the variability of the data. In fact, a quartile deviation $\left(\frac{Q_3 - Q_1}{2}\right)$ can be computed and used for comparisons with other strata or key classes. The lower the quartile deviation, the lower the dispersion of the observations around the median.

In a symmetric distribution the mean and the median have the same value. However, in a skewed distribution the mean is pulled out in the direction of the extreme values and the median, which is affected by the order of values rather than the magnitude of the values tends to fall behind the mean. A comparison of the mean for a key class with its median will indicate the degree of skewness (size of the difference) and also the direction of the skewness. If the mean is greater than the

¹⁰The exact formula is $\text{var}(\bar{y}_w) = \sum W_h^2 \text{var}(\bar{y}_h)$ where W_h is the weight for the stratum (see Kish, p. 78).

median, the skewness is to the right, or a positive skewness, estimating a higher average wage than the median. Conversely, if the median is greater than the mean, the skewness is negative.

COMMENTS ON SURVEY RESULTS

National Survey

For the ten key classes selected in the national survey, information was published for 21 to 47 state governments, depending on the key class. There are enough responses to give a good indication of what other state governments are paying for these key classes. However, there may be differences in the length of the work week and job descriptions among the states accounting for some of the variation.

Regional Survey

Of the 76 key classes surveyed, no information was received for two of the classes and twelve had information from fewer than three of the states. The remaining 62 key classes indicate the salary trends for the region. Large differences among the states and among key classes at the same grade level may indicate a poor identification of key class employees by the respondent, differing market conditions in various states, or grade structures which differ substantially from one state government to another.

In-State Survey

The in-state survey did not identify any employees in seven of the 62 key classes. Six other key classes were identified in fewer than three of the sample firms (also included in Appendix C). The reliability of the data in the remaining key classes varies, of course, because of the natural variability of wages in a given occupation and because of

differences in the number of observations per key class. The following key classes provide better information for bench mark positions than do the others because of substantial numbers of observations and low statistical variances.¹¹

<u>Key Class</u>	<u>Series</u>	<u>Grade</u>
Clerk Typist I	209001	G-4
Food Service Worker I	311001	G-4
Switchboard Operator I	235001	G-5
Cook I	315001	G-7
Nurses Aide I	355005	G-7
Personnel Clerk II	205002	G-7
Warehouse Worker II	922002	G-7
Maintenance Worker II	899002	G-9
Equipment Mechanic II	620002	G-10
Licensed Practical Nurse I	079001	G-10
Maintenance Carpenter	860001	G-11
Maintenance Electrician	829001	G-11
Professional Nurse	075001	G-12

Fringe Benefits

General information about employee fringe benefits was requested from the states in the regional survey and from the firms and local governments in the in-state survey. The wide variation in type of fringe benefits and the brevity of the information received made it impossible to arrive at an overall cost or percentage for each firm. Rather, the general characteristics of the firms' fringe benefits were tabulated and presented in table 9. For annual leave, sick leave, and holidays, the average number of days reported and the number of firms reporting are indicated. For health insurance, life insurance, and retirement programs, the number of firms contributing to such programs are indicated. The average percentage

¹¹The variances for the key classes found in hospitals, particularly Nurses Aide I, Licensed Practical Nurse I, and Professional Nurse I are lower because several hospitals provided only average wages for their employees rather than the array of actual rates. However, the large number of observations supports the reliability of the mean.

Table 9
Summary of Fringe Benefits

	<u>Regional Survey</u>	<u>In-State Survey</u>			
		<u>IA</u>	<u>IB</u>	<u>IC</u>	<u>ID</u>
Number of Respondents	6	25	26	34	22
Annual leave	14.9 days/6 respondents	13.2/19	10.8/23	13.4/23	15.1/22
Sick leave	12.3 days/6 respondents	6.6/10 ^a	9.2/5 ^a	8.2/5 ^a	12.0/22
Holidays	9.3 days/6 respondents	8.5/6	7.4/5	--	--
Health insurance	6 out of 6	19 of 20 ^a	19 of 22 ^a	23 of 32	22 of 22
Life insurance	2 out of 6	18 of 20	18 of 22	16 of 32	22 of 22
Retirement	6 out of 6	17 of 20	15 of 22	10 of 32	22 of 22
Total percent	24.8%/6 respondents	30.4%/9	20.6%/9	18.2%/4	15.6%/8 ^a
Range of percent	12-39%	18-46%	15-35%	16-20%	11-31%

Table 9 - continued

In-State Survey

	<u>IIB</u>	<u>IIC</u>	<u>IID</u>	<u>III</u>
Number of Respondents	2	5	9	6
Annual leave	10.0/2	10.0/5	15.0/9	11.8/6
Sick leave	24/1 ^a	12.0/1 ^a	12.0/9	10.0/2 ^a
Holidays	--	--	--	--
Health insurance	2 of 2	3 of 5	9 of 9	5 of 6
Life insurance	1 of 2	1 of 5	9 of 9	4 of 6
Retirement	0 of 2	3 of 5	9 of 9	4 of 6
Total percent	28.0%/1	15.0%/1	16.5%/2	28.0%/2
Range of percent	28%	15.0%	13-20%	26-30%

^aSome firms did not report the detail of their sick leave benefits: 7 in IA, 7 in IB, 27 in IC, 1 in IIB, 4 in IIC, 4 in III.

^bSome firms did not report the detail of their fringe benefits in general: 5 in IA, 4 in IB, 2 in IC.

cost of fringe benefits, the range of percentages and the number of firms reporting a percentage are also included.

Overall Survey

When the results of the three wage surveys were combined and compared by grade level several key classes deviated substantially from the grade wage pattern. The reasons for the deviation may be either that the key class has too few observations, or such high variability, that the estimates may not be accurate, or that the key class itself has been classified at the wrong grade level in terms of the labor market.

The following key classes from Grade 3 to Grade 19 were identified as deviating substantially from their grade level and warranting review:

<u>Key Class</u>	<u>Series</u>	<u>Grade</u>	<u>Deviation</u>
*Food Service Worker I	311001	G-4	Below
Security Guard	372002	G-6	Above
*Nurses Aide I	355005	G-7	Below
*Cook I	315001	G-7	Below
Equipment Operator I	919004	G-7	Above
*Warehouse Worker II -	922002	G-7	Above
Legal Secretary II	201009	G-9	Below
Psychiatric Aide II	355009	G-9	Below
*Licensed Practical Nurse I	079001	G-10	Below
Engineering Technician II	018003	G-10	Above
Right of Way Agent	191010	G-10	Above
Pharmacist II	074003	G-11	Above
*Professional Nurse I	075001	G-12	Below
Civil Engineer I	005015	G-13	Above
Lawyer II	110002	G-14	Above
Business Manager IV	169109	G-14	Above
GVW Division, Administrator	169079	G-17	Below
Psychiatrist I	070001	G-17	Above
Superintendent Institution III	187023	G-19	Above

The key classes marked with an asterisk on the above list were also identified in the in-state survey as providing statistically reliable

information for bench mark positions. Therefore their classification should be rechecked since it is apparent from the survey that the labor market values these occupations differently than the classification system developed by the Personnel Division. Two of the key classes marked with an asterisk, Licensed Practical Nurse I and Professional Nurse I, deviated below the grade level on both the regional and in-state surveys.

The key classes at Grade 20 and above also vary substantially from one another and should be reviewed in reference to the pay schedule developed for the lower grades.

The key classes which deviate substantially from the others at the same grade level make it impossible to provide a precise estimate of the labor market's implied pay schedule. However, if the deviating key classes are removed from consideration, the remaining data tends to indicate that the labor market, as sampled in the survey, values Grade 4 at approximately \$440 per month and the succeeding grades at increases of approximately 9 percent. This estimate, of course, is based on only part of the survey information and should not be interpreted as the conclusion of the wage and salary survey, but rather a description of the central tendency of the data to gather around that line. To arrive at a conclusion for the survey, the Personnel Division should review the key classes with large deviations to determine which may need to be reclassified and which are unsuitable to be used as bench mark positions. At that point, the survey data should again be evaluated and a pay schedule extrapolated from the best bench marks (considering the statistical reliability of the bench marks and the qualitative requirements of the state personnel system).

The Montana Wage and Salary Survey has produced a body of information on pay rates paid by private firms and local governments in Montana, and

by state governments across the region and the nation. In addition, the survey has provided feedback information on the reclassification of state occupations, and information on the variability of wage rates in Montana which will be valuable, statistically, for any future wage and salary survey.

MONTANA WAGE AND SALARY SURVEY

APPENDIX A

National Survey Reports

Montana Wage and Salary Survey
National Survey
Grade 12

Class: Computer Programmer II
Series: 020026

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	\$ 806	\$ 988	Nebraska	\$ 606	\$ 812
Alaska	1,176	1,413	Nevada	897	1,127
Arizona	881	1,096	New Hampshire	793	975
Arkansas	672	926	New Jersey	921	1,243
California	988	1,202	New Mexico	480	660
Colorado	864	1,158	New York	893	1,043
Connecticut	871	1,067	North Carolina	864	1,089
Delaware	712	1,008	North Dakota	548	726
Florida	666	908	Ohio	816	1,057
Georgia	776	1,017	Oklahoma	780	1,060
Hawaii	913	1,165	Oregon	716	913
Idaho	742	1,017	Pennsylvania	962	1,218
Illinois	843	1,156	Rhode Island	967	1,149
Indiana	900	1,115	South Carolina	647	880
Iowa	722	947	South Dakota	666	867
Kansas	815	1,042	Tennessee	650	860
Kentucky	643	821	Texas	906	1,141
Louisiana	739	1,055	Utah	758	1,068
Maine	804	979	Vermont	819	1,122
Maryland	882	1,159	Virginia	800	1,000
Massachusetts	908	1,150	Washington	740	896
Michigan	957	1,165	West Virginia	785	1,015
Minnesota	828	1,134	Wisconsin	849	1,105
Missouri	625	868	Average (47 States)	\$ 800	\$ 1,034

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 14

Class: State Planner IV
Series: 199008

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	\$ 866	\$1,064	Nebraska	--	--
Alaska	1,466	1,763	Nevada	1,076	1,358
Arizona	--	--	New Hampshire	--	--
Arkansas	--	--	New Jersey	921	1,243
California	--	--	New Mexico	--	--
Colorado	--	--	New York	1,117	1,298
Connecticut	--	--	North Carolina	948	1,199
Delaware	869	1,218	North Dakota	--	--
Florida	--	--	Ohio	--	--
Georgia	--	--	Oklahoma	--	--
Hawaii	--	--	Oregon	--	--
Idaho	--	--	Pennsylvania	962	1,218
Illinois	1,019	1,400	Rhode Island	886	1,051
Indiana	--	--	South Carolina	647	880
Iowa	902	1,269	South Dakota	766	1,005
Kansas	--	--	Tennessee	590	790
Kentucky	--	--	Texas	1,391	1,753
Louisiana	802	1,118	Utah	--	--
Maine	--	--	Vermont	--	--
Maryland	953	1,251	Virginia	956	1,194
Massachusetts	1,024	1,298	Washington	--	--
Michigan	957	1,165	West Virginia	--	--
Minnesota	931	1,275	Wisconsin	--	--
Missouri	--	--	Average (21 States)	\$ 955	\$1,229

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 14

Class: Veterinary Livestock Inspector
Series: 073005

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	\$1,021	\$1,320	Nebraska	\$1,002	\$1,343
Alaska	1,579	1,898	Nevada	1,127	1,422
Arizona	1,033	1,285	New Hampshire	1,086	1,342
Arkansas	1,150	1,585	New Jersey	1,175	1,586
California	1,144	1,390	New Mexico	--	--
Colorado	1,023	1,372	New York	1,240	1,437
Connecticut	1,116	1,378	North Carolina	1,119	1,526
Delaware	867	1,218	North Dakota	--	--
Florida	992	1,380	Ohio	922	1,180
Georgia	1,223	1,617	Oklahoma	820	1,115
Hawaii	1,056	1,348	Oregon	1,056	1,350
Idaho	992	1,373	Pennsylvania	1,159	1,335
Illinois	1,019	1,400	Rhode Island	967	1,149
Indiana	1,160	1,420	South Carolina	999	1,383
Iowa	994	1,399	South Dakota	--	--
Kansas	944	1,206	Tennessee	1,298	1,739
Kentucky	1,048	1,338	Texas	1,104	1,391
Louisiana	1,023	1,445	Utah	1,529	1,945
Maine	1,030	1,251	Vermont	1,252	1,753
Maryland	1,975	1,975	Virginia	1,044	1,044
Massachusetts	1,024	1,298	Washington	1,011	1,285
Michigan	1,163	1,444	West Virginia	745	1,015
Minnesota	1,090	1,491	Wisconsin	1,181	1,538
Missouri	868	1,210	Average (44 States)	\$1,101	\$1,407

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 14

Class: Business Manager IV
Series: 169109

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	--	--	Nebraska	\$ --	--
Alaska	1,466	1,763	Nevada	1,296	1,638
Arizona	--	--	New Hampshire	1,121	1,390
Arkansas	--	--	New Jersey	1,175	1,586
California	--	--	New Mexico	--	--
Colorado	1,277	1,712	New York	1,795	2,057
Connecticut	1,363	1,662	North Carolina	1,526	1,943
Delaware	1,166	1,638	North Dakota	--	--
Florida	992	1,380	Ohio	1,160	1,553
Georgia	1,473	1,953	Oklahoma	915	1,240
Hawaii	--	--	Oregon	1,418	1,810
Idaho	1,206	1,669	Pennsylvania	1,159	1,469
Illinois	955	1,315	Rhode Island	886	1,051
Indiana	940	1,160	South Carolina	1,252	1,741
Iowa	1,096	1,542	South Dakota	842	1,113
Kansas	1,042	1,349	Tennessee	685	860
Kentucky	862	1,100	Texas	--	--
Louisiana	1,108	1,530	Utah	--	--
Maine	1,082	1,314	Vermont	1,112	1,545
Maryland	1,297	1,703	Virginia	1,367	1,783
Massachusetts	1,084	1,298	Washington	1,219	1,551
Michigan	1,482	1,912	West Virginia	600	825
Minnesota	1,090	1,491	Wisconsin	1,286	1,678
Missouri	1,100	1,536	Average (37 States)	\$1,159	\$1,510

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 15

Class: Auditor Supervisor I
Series: 160011

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	\$1,021	\$1,320	Nebraska	\$ 884	\$1,185
Alaska	1,176	1,413	Nevada	982	1,237
Arizona	881	1,096	New Hampshire	543	653
Arkansas	721	995	New Jersey	921	1,243
California	1,202	1,460	New Mexico	1,070	1,400
Colorado	928	1,244	New York	1,117	1,298
Connecticut	1,116	1,378	North Carolina	1,258	1,601
Delaware	956	1,344	North Dakota	--	--
Florida	992	1,380	Ohio	887	1,139
Georgia	1,017	1,342	Oklahoma	820	1,115
Hawaii	913	1,165	Oregon	1,056	1,350
Idaho	992	1,373	Pennsylvania	--	--
Illinois	843	1,156	Rhode Island	849	1,003
Indiana	--	--	South Carolina	864	1,184
Iowa	902	1,269	South Dakota	766	1,005
Kansas	992	1,266	Tennessee	825	1,060
Kentucky	782	998	Texas	906	1,141
Louisiana	802	1,118	Utah	914	1,289
Maine	891	1,082	Vermont	767	1,044
Maryland	882	1,159	Virginia	836	1,144
Massachusetts	908	1,150	Washington	1,007	1,280
Michigan	1,057	1,324	West Virginia	670	915
Minnesota	931	1,275	Wisconsin	994	1,294
Missouri	--	--	Average (43 states)	\$ 927	\$1,207

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 15

Class: Education Supervisor I
 Series: 099015

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	\$ 958	\$1,211	Nebraska	\$ --	\$ --
Alaska	1,362	1,638	Nevada	1,181	1,491
Arizona	1,236	1,580	New Hampshire	1,019	1,264
Arkansas	--	--	New Jersey	--	--
California	1,572	1,911	New Mexico	900	1,205
Colorado	--	--	New York	1,702	1,955
Connecticut	1,511	1,838	North Carolina	1,040	1,321
Delaware	--	--	North Dakota	--	--
Florida	1,061	1,496	Ohio	887	1,139
Georgia	1,017	1,342	Oklahoma	915	1,240
Hawaii	--	--	Oregon	1,167	1,490
Idaho	--	--	Pennsylvania	1,218	1,540
Illinois	--	--	Rhode Island	--	--
Indiana	--	--	South Carolina	864	1,184
Iowa	--	--	South Dakota	766	1,005
Kansas	944	1,206	Tennessee	720	940
Kentucky	--	--	Texas	--	--
Louisiana	--	--	Utah	--	--
Maine	982	1,193	Vermont	988	1,365
Maryland	1,029	1,352	Virginia	1,144	1,492
Massachusetts	857	1,070	Washington	1,219	1,551
Michigan	1,354	1,676	West Virginia	--	--
Minnesota	1,134	1,550	Wisconsin	1,286	1,678
Missouri	--	--	Average (29 States)	\$1,105	\$1,411

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 15

Class: Management Analyst III
Series: 020023

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	\$ 988	\$1,263	Nebraska	--	--
Alaska	1,266	1,521	Nevada	1,127	1,422
Arizona	1,126	1,438	New Hampshire	793	975
Arkansas	--	--	New Jersey	1,175	1,586
California	1,324	1,611	New Mexico	785	1,070
Colorado	1,103	1,478	New York	1,452	1,677
Connecticut	1,233	1,516	North Carolina	1,258	1,601
Delaware	1,166	1,638	North Dakota	876	1,160
Florida	--	--	Ohio	1,031	1,352
Georgia	1,017	1,342	Oklahoma	--	--
Hawaii	--	--	Oregon	1,110	1,418
Idaho	1,094	1,514	Pennsylvania	1,275	1,617
Illinois	1,090	1,499	Rhode Island	849	1,003
Indiana	900	1,115	South Carolina	--	--
Iowa	947	1,332	South Dakota	926	1,231
Kansas	776	992	Tennessee	--	--
Kentucky	--	--	Texas	1,486	1,872
Louisiana	939	1,361	Utah	--	--
Maine	934	1,135	Vermont	--	--
Maryland	1,200	1,577	Virginia	1,250	1,708
Massachusetts	1,084	1,379	Washington	1,007	1,280
Michigan	1,057	1,373	West Virginia	825	1,120
Minnesota	1,049	1,434	Wisconsin	994	1,294
Missouri	719	1,000	Average (37 States)	\$1,060	\$1,374

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 17

Class: Dentist
Series: 072002

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	\$ 988	\$1,263	Nebraska	\$1,289	\$1,727
Alaska	1,969	2,367	Nevada	1,491	1,899
Arizona	1,353	1,727	New Hampshire	1,537	1,857
Arkansas	--	--	New Jersey	1,119	1,511
California	--	--	New Mexico	1,205	1,555
Colorado	1,512	2,025	New York	1,640	2,388
Connecticut	1,590	1,960	North Carolina	1,455	1,851
Delaware	956	1,344	North Dakota	1,335	1,768
Florida	1,335	1,879	Ohio	1,160	1,553
Georgia	1,223	1,617	Oklahoma	1,115	1,525
Hawaii	1,165	1,486	Oregon	1,350	1,723
Idaho	1,340	1,839	Pennsylvania	1,695	1,863
Illinois	1,541	2,133	Rhode Island	1,010	1,199
Indiana	1,540	1,940	South Carolina	1,160	1,612
Iowa	1,269	1,700	South Dakota	1,283	1,733
Kansas	1,266	1,615	Tennessee	1,298	1,739
Kentucky	951	1,213	Texas	1,250	1,375
Louisiana	1,023	1,445	Utah	1,529	1,945
Maine	1,179	1,337	Vermont	1,252	1,753
Maryland	1,907	1,907	Virginia	1,306	1,708
Massachusetts	1,482	1,884	Washington	1,378	1,592
Michigan	1,517	1,837	West Virginia	1,120	1,500
Minnesota	1,326	1,814	Wisconsin	1,527	1,988
Missouri	1,210	1,690	Average (45 States)	\$1,337	\$1,797

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 17

Class: Psychiatrist I
Series: 070001

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	\$ --	--	Nebraska	\$1,572	\$2,107
Alaska	2,199	2,648	Nevada	2,077	2,640
Arizona	1,953	2,493	New Hampshire	2,000	2,333
Arkansas	--	--	New Jersey	1,575	2,126
California	1,947	2,367	New Mexico	1,805	2,495
Colorado	2,185	2,655	New York	2,329	2,640
Connecticut	1,727	2,119	North Carolina	1,943	2,474
Delaware	1,806	2,195	North Dakota	2,133	2,824
Florida	2,043	2,671	Ohio	1,803	2,394
Georgia	2,359	3,126	Oklahoma	--	--
Hawaii	2,132	2,132	Oregon	--	--
Idaho	1,477	2,029	Pennsylvania	2,052	2,258
Illinois	--	--	Rhode Island	1,654	1,886
Indiana	2,140	2,715	South Carolina	1,704	2,437
Iowa	--	--	South Dakota	--	--
Kansas	--	--	Tennessee	--	--
Kentucky	1,405	1,792	Texas	1,917	2,042
Louisiana	--	--	Utah	1,843	2,346
Maine	1,337	1,908	Vermont	1,580	2,245
Maryland	1,817	1,817	Virginia	1,950	2,333
Massachusetts	1,542	1,963	Washington	1,839	2,127
Michigan	2,128	2,602	West Virginia	2,215	2,965
Minnesota	1,744	2,122	Wisconsin	1,867	2,304
Missouri	2,108	2,358	Average (36 States)	\$1,942	\$2,408

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

Montana Wage and Salary Survey
National Survey
Grade 19

Class: Physician II
Series: 070008

State	Minimum	Maximum	State	Minimum	Maximum
Alabama	\$1,021	\$1,320	Nebraska	\$1,373	\$1,840
Alaska	1,969	2,367	Nevada	1,638	2,077
Arizona	1,483	1,893	New Hampshire	1,330	1,613
Arkansas	--	--	New Jersey	1,576	2,126
California	1,776	1,957	New Mexico	1,350	1,735
Colorado	1,750	2,232	New York	2,024	2,640
Connecticut	1,590	1,960	North Carolina	1,526	1,943
Delaware	1,638	1,995	North Dakota	1,399	1,853
Florida	1,705	2,372	Ohio	1,262	1,693
Georgia	2,146	2,843	Oklahoma	1,445	1,965
Hawaii	1,486	1,898	Oregon	1,564	1,997
Idaho	1,340	1,839	Pennsylvania	1,863	2,052
Illinois	1,340	1,850	Rhode Island	1,593	1,815
Indiana	1,850	2,350	South Carolina	1,578	2,232
Iowa	--	--	South Dakota	--	--
Kansas	1,615	2,062	Tennessee	1,298	1,739
Kentucky	1,155	1,475	Texas	1,750	1,917
Louisiana	1,952	2,479	Utah	--	--
Maine	--	--	Vermont	1,495	2,121
Maryland	1,817	1,817	Virginia	1,708	1,950
Massachusetts	1,542	1,963	Washington	1,670	1,931
Michigan	1,829	2,233	West Virginia	1,235	1,655
Minnesota	1,491	1,961	Wisconsin	1,867	2,304
Missouri	1,858	2,108	Average (42 states)	\$1,593	\$2,004

Note: The data for the national survey, part of the Montana Wage and Salary Survey, for the appropriate equivalent positions are from International Personnel Management Association, Pay Rates in Public Service (April 1974), tables 106-154.

MONTANA WAGE AND SALARY SURVEY

APPENDIX B

Regional Survey Reports

Montana Wage and Salary Survey
Regional Survey

Grade 8

Class: Correctional Officer
Series: 372005

<u>State</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$631	\$858
North Dakota	500	700
Oregon	680	827
South Dakota	510	645
Washington	656	852
Wyoming	527	835
Average	\$584	\$786

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 9

Class: Series:	Psychiatric Aide II 355009		
<u>State</u>	<u>Minimum</u>	<u>Maximum</u>	
Idaho	\$485	\$654	
North Dakota	394	512	
Oregon	560	715	
South Dakota	427	534	
Washington	532	673	
Wyoming	453	715	
Average	\$475	\$634	

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 10

Class: Series:	Right of Way Agent II 191010		Licensed Practical Nurse I 079001	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
<u>State</u>				
Idaho	\$ --	\$ --	\$485	\$654
North Dakota	860	1,161	456	593
Oregon	--	--	560	680
South Dakota	876	1,146	488	616
Washington	597	722	532	673
Wyoming	--	--	476	753
Average	\$778	\$1,010	\$500	\$662

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 11

Class: Series:	Accountant I 160013		Landscape Architect I 019005		Forester I 040011	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$757	\$1,037	\$ --	\$ --	\$757	\$1,037
North Dakota	674	910	--	--	708	956
Oregon	751	957	--	--	751	957
South Dakota	730	945	800	1,039	699	900
Washington	722	880	794	1,007	613	975
Average	\$708	\$ 951	\$797	\$1,023	\$708	\$ 951

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 11 - continued

Class: Series:	Statistician I 020015		Training Officer I 166007		Fish and Game Warden I 379004	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$691	\$941	\$ --	\$ --	\$757	\$1,037
North Dakota	642	867	743	1,003	611	825
Oregon	617	787	--	--	--	--
South Dakota	699	900	730	945	668	858
Washington	722	880	722	880	757	960
Wyoming	613	975	613	975	613	975
Average	\$664	\$892	\$702	\$ 951	\$681	\$ 931

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 11 - continued

Class: Series:	Pharmacist 11 074003		Soil Scientist I 040023		Social Worker I 195008	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$919	\$1,261	\$691	\$941	\$691	\$ 941
North Dakota	996	1,345	--	--	611	825
Oregon	957	1,224	--	--	787	1,006
South Dakota	--	--	--	--	730	945
Washington	--	--	--	--	688	873
Wyoming	697	1,109	--	--	613	975
Average	\$892	\$1,235	\$691	\$941	\$687	\$ 928

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 11 - continued

Class: Series:	Highway Patrol Officer 11 375002		
<u>State</u>	<u>Minimum</u>		<u>Maximum</u>
Idaho	\$833		\$1,143
North Dakota	642		867
Oregon	680		751
South Dakota	--		--
Washington	886		1,156
Wyoming	679		1,027
Average	\$744		\$ 989

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 12

Class: Series:	State	Bank Examiner I 160035		Chemist I 022004		Civil Engineer-in-Training 005042	
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
	Idaho	\$757	\$1,037	\$757	\$1,037	\$833	\$1,143
	North Dakota	642	867	708	956	780	1,053
	Oregon	912	1,164	715	912	827	1,066
	South Dakota	730	945	730	945	876	1,146
	Washington	722	880	757	960	915	1,007
	Wyoming	613	975	613	975	835	975
	Average	\$729	\$ 978	\$713	\$ 964	\$844	\$1,065

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 12 - continued

Class: Series:	Sociologist I 054013		Pharmacist III 074004		Social Worker II 195009	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$ --	--	\$ --	--	\$757	\$1,037
North Dakota	--	--	--	--	780	1,053
Oregon	827	1,056	--	--	957	1,224
South Dakota	--	--	917	1,202	800	1,039
Washington	--	--	1,033	1,192	757	960
Wyoming	--	--	804	1,284	697	1,109
Average	\$827	\$1,056	\$918	\$1,226	\$791	\$1,070

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 12 - continued

Class: Series:	State	Editor I 132001		Geologist I 024003		Job Analyst I 166005	
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
	Idaho	\$ --	\$ --	\$757	\$1,037	\$691	\$941
	North Dakota	--	--	903	1,219	--	--
	Oregon	680	869	715	912	--	--
	South Dakota	836	1,092	730	945	730	945
	Washington	--	--	738	937	722	880
	Wyoming	613	975	613	975	--	--
	Average	\$710	\$ 979	\$743	\$1,004	\$714	\$922

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
 Regional Survey
 Grade 12 - continued

Class: Series:	Professional Nurse I 075001		
	<u>State</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$631	\$858	
North Dakota	611	825	
Oregon	826	896	
South Dakota	612	779	
Washington	777	854	
Wyoming	679	975	
Average	\$689	\$864	

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 13

Class: Series:	Accountant III 160015		Landscape Architect III 019007		Forester III 040013	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$833	\$1,143	\$ 919	\$1,261	\$ 833	\$1,143
North Dakota	860	1,161	--	--	903	1,219
Oregon	827	1,056	1,164	1,487	1,056	1,348
South Dakota	800	1,039	917	1,202	765	990
Washington	832	1,056	1,056	1,342	854	1,083
Wyoming	804	1,284	--	--	697	1,109
Average	\$826	\$1,123	\$1,014	\$1,323	\$ 851	\$1,149

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 13 - continued

Class: Series:	Soil Scientist II 040024		Statistician III 020017		Training Officer III 166009	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$833	\$1,143	\$833	\$1,143	\$ 833	\$1,143
North Dakota	--	--	--	--	--	--
Oregon	--	--	--	--	--	--
South Dakota	--	--	765	990	800	1,039
Washington	--	--	873	1,108	1,033	1,313
Wyoming	--	--	804	1,284	--	--
Average	\$833	\$1,143	\$819	\$1,131	\$ 889	\$1,165

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 13 - continued

Class: Series:	Chemist II 022005		Editor II 132002		Geologist II 024004	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$833	\$1,143	\$ --	\$ --	\$ 833	\$1,143
North Dakota	903	1,219	--	--	--	--
Oregon	827	1,056	787	1,006	957	1,224
South Dakota	836	1,092	917	1,202	959	1,264
Washington	873	1,108	--	--	1,030	1,309
Wyoming	804	1,284	804	1,284	804	1,284
Average	\$846	\$1,150	\$836	\$1,164	\$ 917	\$1,245

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 13 - continued

Class: Series:	Job Analyst II 166006		Electrical Inspector 824001		Plumbing Inspector 862005	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$1,012	\$1,400	\$ 919	\$1,261	\$ 919	\$1,261
North Dakota	--	--	--	--	--	--
Oregon	--	--	1,006	1,107	1,006	1,107
South Dakota	800	1,039	765	990	730	945
Washington	1,108	1,409	1,011	1,167	--	--
Wyoming	804	1,284	697	1,109	--	--
Average	\$ 931	\$1,283	\$ 880	\$1,127	\$ 885	\$1,104

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 13 - continued

Class:	State	Fishery Management Biologist 041025		Archivist II 101002		Administrative Officer I 169011	
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
	Idaho	\$833	\$1,143	\$757	\$1,057	\$691	\$1,091
	North Dakota	674	910	708	956	903	1,219
	Oregon	827	1,056	787	1,006	751	957
	South Oakota	765	990	--	--	876	1,146
	Washington	832	1,056	--	--	--	--
	Wyoming	645	1,027	748	1,192	804	1,284
	Average	\$763	\$1,030	\$750	\$1,053	\$805	\$1,139

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 14

Class: Series:	Bank Examiner II 160036		Civil Engineer II 005016		Sociologist II 054014	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$ 833	\$1,143	\$1,012	\$1,400	\$ --	\$ --
North Dakota	780	1,053	1,045	1,463	--	--
Oregon	1,107	1,415	1,164	1,487	--	--
South Dakota	800	1,039	959	1,264	--	--
Washington	873	1,108	1,056	1,342	--	--
Wyoming	804	1,284	989	1,284	--	--
Average	\$ 866	\$1,174	\$1,038	\$1,373	\$ --	\$ --

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 14 - continued

Class: Series:	Psychologist II 045005		Lawyer II 110002		Pilot II 196002	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$1,012	\$1,400	\$1,230	\$1,702	\$ --	\$ --
North Dakota	903	1,219	1,271	1,779	903	1,219
Oregon	1,224	1,562	--	--	912	1,164
South Dakota	--	--	1,006	1,325	917	1,202
Washington	896	1,137	--	--	960	1,219
Wyoming	804	1,284	--	--	748	1,192
Average	\$ 968	\$1,320	\$1,169	\$1,602	\$888	\$1,199

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 14 - continued

Class: Series:	State	Data Processing Systems Analyst 012009		Personnel Officer II 166013	
		<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
	Idaho	\$1,116	\$1,644	\$1,012	\$1,400
	North Dakota	903	1,219	780	1,053
	Oregon	1,164	1,487	1,107	1,415
	South Dakota	876	1,146	876	1,146
	Washington	985	1,252	960	1,219
	Wyoming	958	1,380	697	1,109
	Average	\$1,000	\$1,355	\$ 905	\$1,224

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 15

Class: Curator III
Series: 102004

<u>State</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$ --	\$ --
North Dakota	--	--
Oregon	--	--
South Dakota	876	1,146
Washington	915	1,162
Wyoming	--	--
Average	\$896	\$1,154

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 16

Class:	Vocational Training Director 097001		Montana Bicentennial Commission Director 187017	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$ --	\$ --	\$ --	\$ --
North Dakota	--	--	--	--
Oregon	957	1,224	--	--
South Dakota	--	--	1,054	1,391
Washington	1,112	1,409	--	--
Wyoming	645	1,027	928	1,484
Average	\$ 905	\$1,220	\$ 991	\$1,438

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 17

Class: Series:	Gross Vehicle Weight Division, Administrator 169079		Transportation Specialist 184003		Superintendent, Institution I 187021	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$ --	\$ --	\$ --	\$ --	\$ --	\$ --
North Dakota	743	1,003	--	--	--	--
Oregon	--	--	1,487	1,898	1,056	1,348
South Dakota	--	--	876	1,146	--	--
Washington	--	--	--	--	1,478	1,881
Wyoming	999	1,596	--	--	804	1,284
Average	\$871	\$1,300	\$1,182	\$1,522	\$1,113	\$1,504

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 17 - continued

Class:	Series:	Chief, Mental Health Bureau 195035		Dentist 072002	
		<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
	<u>State</u>				
	Idaho	\$ --	\$ --	\$1,367	\$1,876
	North Dakota	--	--	1,271	1,779
	Oregon	1,487	1,898	1,415	1,807
	South Dakota	--	--	1,316	1,767
	Washington	--	--	1,670	1,931
	Wyoming	1,155	1,852	1,243	1,993
	Average	\$1,321	\$1,875	\$1,380	\$1,859

Note: the data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 18

Class:	Personnel Division Administrator 166022		Forestry Division Administrator 040002		Rehabilitation Services Division, Administrator 169096	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$ --	\$ --	\$1,726	\$1,726	\$ --	\$ --
North Dakota	1,423	1,423	--	--	1,153	1,614
Oregon	--	--	1,665	2,126	--	--
South Dakota	1,054	1,391	1,165	1,165	1,625	1,625
Washington	1,409	1,792	--	--	--	--
Wyoming	1,338	2,146	1,074	1,719	1,338	2,146
Average	\$1,306	\$1,688	\$1,408	\$1,684	\$1,372	\$1,795

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 18 - continued

Class: Series:	Enforcement Division Administrator (Fish and Game) 379013		Montana Historical Society Director 052001		Chief, Employment Service Bureau 166036		
	<u>State</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho		\$1,230	\$1,702	\$1,367	\$1,876	\$1,507	\$2,070
North Dakota		--	--	--	--	1,400	1,770
Oregon		--	--	--	--	1,487	1,898
South Dakota		--	--	959	1,264	--	--
Washington		1,252	1,592	--	--	1,478	1,881
Wyoming		1,074	1,719	1,157	1,852	1,155	1,852
Average		\$1,185	\$1,671	\$1,161	\$1,664	\$1,405	\$1,894

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 18 - continued

Class: Series:	State Librarian 100005		
	<u>State</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho		\$1,605	\$1,605
North Dakota		1,335	1,869
Oregon		1,224	1,562
South Dakota		1,321	1,321
Washington		2,291	2,291
Wyoming		--	--
Average		\$1,555	\$1,730

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 19

Class:	Deputy Director Department of Fish and Game 169099		Deputy Director Department of Social and Rehabilitation Services 169100		Superintendent Institution III 187023	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$1,507	\$2,070	\$ --	\$ --	\$1,662	\$2,282
North Dakota	1,153	1,614	1,472	2,061	--	--
Oregon	--	--	1,993	2,545	--	--
South Dakota	1,316	1,316	1,750	1,750	--	--
Washington	1,517	1,931	--	--	--	--
Wyoming	1,243	1,993	1,243	1,993	--	--
Average	\$1,347	\$1,785	\$1,614	\$2,087	\$1,662	\$2,282

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 20

Class: Series:	Workmen's Compensation Division, Administrator 169130		Engineering Division Administrator (Highway) 005002		Deputy Director Department of Revenue 169105	
	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$1,267	\$1,267	\$1,662	\$2,283	\$1,230	\$1,702
North Dakota	--	--	--	--	1,210	1,694
Oregon	--	--	2,094	2,672	1,721	2,198
South Dakota	1,449	1,449	1,453	1,963	1,167	1,167
Washington	1,409	1,709	1,975	2,514	1,592	2,026
Wyoming	1,333	1,333	1,440	2,313	1,243	1,993
Average	\$1,364	\$1,440	\$1,725	\$2,349	\$1,360	\$1,797

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 20 - continued

Class:	State	Deputy Director Department of Administration 160072		Administrator Investments Division 020001		Physician III 070009	
		Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
	Idaho	\$ --	\$ --	\$ --	\$ --	\$2,228	\$3,063
	North Dakota	1,402	1,963	--	--	--	--
	Oregon	1,806	2,308	1,562	1,993	2,094	2,672
	South Dakota	--	--	2,500	2,500	--	--
	Washington	1,551	1,975	2,194	2,194	2,232	2,580
	Wyoming	--	--	--	--	2,086	3,360
	Average	\$1,586	\$2,082	\$2,085	\$2,229	\$2,160	\$2,919

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 20 - continued

Class: Deputy Director, Department
of Institutions
Series: 169102

<u>State</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$ --	\$ --
North Dakota	--	--
Oregon	--	--
South Dakota	--	--
Washington	--	--
Wyoming	--	--
Average	\$--	\$ --

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 21

Class: Series:	Psychiatrist IV 070004	
<u>State</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$2,228	\$3,063
North Dakota	--	--
Oregon	1,487	1,898
South Dakota	--	--
Washington	2,232	2,580
Wyoming	2,086	3,360
Average	\$2,008	\$2,725

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 23

Class: Series:	Clinical Director 041001		
<u>State</u>	<u>Minimum</u>		<u>Maximum</u>
Idaho	\$2,228		\$3,063
North Dakota	--		--
Oregon	--		--
South Dakota	--		--
Washington	--		--
Wyoming	1,889		3,041
Average	\$2,058		\$3,052

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 24

<u>State</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$ --	\$ --
North Dakota	--	--
Oregon	1,562	1,993
South Dakota	--	--
Washington	2,026	2,342
Wyoming	--	--
Average	\$1,794	\$2,168

Class: Psychiatrist V
Series: 070005

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

Montana Wage and Salary Survey
Regional Survey

Grade 25

Class: Superintendent, Institution V
Series: 187025

<u>State</u>	<u>Minimum</u>	<u>Maximum</u>
Idaho	\$ --	\$ --
North Dakota	--	--
Oregon	2,308	2,945
South Dakota	--	--
Washington	2,458	2,843
Wyoming	2,305	3,714
Average	\$2,357	\$3,167

Note: The data for the regional survey are from the salary survey of state governments, conducted by the Montana Department of Administration, Personnel Division in August 1974 as part of its overall Montana wage and salary survey.

MONTANA WAGE AND SALARY SURVEY

APPENDIX C

In-state Survey Reports
by Key Class and Grade

Prepared by the
Bureau of Business and Economic Research
School of Business Administration
University of Montana
Missoula, Montana

for the
Department of Administration
Personnel Division

September 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION: GRADE 3

SIRIA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	MEDIAN	Q3	WEIGHTED-AVERAGE HIRE-RATE	MAX-RATE	WEIGHTED MEAN	VARIANCE SE-ME-MEAN
I TWELVE LARGE COUNTIES	12	34	369.16	393.33	431.05	365.86	426.21	400.03	469.
A FIRMS WITH 250+ EMPLOYEES	3	5	392.00	392.00	442.25	405.40	493.80	413.00	167.
B FIRMS WITH 50 TO 249	3	14	360.00	365.00	395.00	356.93	449.00	381.86	80.
C FIRMS WITH 4 TO 49	2	2	363.99	398.66	433.32	355.33	398.66	398.66	1202.
D LOCAL GOVERNMENTS	4	13	403.00	431.00	500.00	419.77	505.69	446.31	238.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	2	3	363.99	363.99	373.73	348.82	437.65	368.32	19.
STATE TOTAL BASED ON SAMPLE	14	37	368.26	388.23	421.07	362.89	428.20	394.51	334.

BY-INDUSTRY

MINING	0	0							
CONSTRUCTION	0	0							
MANUFACTURING	2	2							
TRANSPORTATION-PUBLIC UTILITY	1	1							
WHOLESALE & RETAIL TRADE	2	3							
FINANCE-INSURANCE-REAL ESTATE	0	0							
SERVICES	2	4							
LOCAL GOVERNMENT	7	27							

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	1	1							
10-19	0	0							
20-49	1	1							
50-99	1	1							
100-249	3	19							
250-499	4	8							
500-999	3	5							
1000 & OVER	1	2							

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY PATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

	NO. OF FIRMS	NO. OF EMPLOYEES	INISQUALIBLE--RANGE Q1	MEDIAN	Q2	WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE CE-IRE-REAR
SIBIA								
I TWELVE LARGE COUNTIES	12	74	369.14	393.33	431.05	365.46	426.21	489.
A FIRMS WITH 250+ EMPLOYEES	7	5	302.00	302.00	442.26	405.40	493.90	147.
B FIRMS WITH 50 TO 249	7	14	760.00	365.00	795.00	756.83	440.00	40.
C FIRMS WITH 4 TO 49	2	2	367.09	399.66	433.32	355.33	399.66	1202.
D LOCAL GOVERNMENTS	4	13	403.00	431.00	500.00	419.77	505.40	238.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	2	3	363.90	743.99	373.73	748.42	437.65	19.
STATE TOTAL BASED ON SAMPLE	14	37	368.26	788.27	421.07	362.89	428.20	334.

BY-INDUSTRY

MINING	0	0						
CONSTRUCTION	0	0						
MANUFACTURING	2	2						
TRANSPORTATION-PUBLIC UTILITY	1	1						
WHOLESALE & RETAIL TRADE	2	7						
FINANCE-INSURANCE-REAL ESTATE	0	0						
SERVICES	2	4						
LOCAL GOVERNMENT	7	27						

BY-SIZE-CE-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	1	1						
10-19	0	0						
20-49	1	1						
50-99	1	1						
100-249	3	19						
250-499	4	4						
500-999	3	4						
1000 & OVER	1	2						

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE CARPENTRY DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION: GRADE 4

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUARTILE--RANGE	Q2	WEIGHTED-AVERAGE HIRE-RATE	MAX--RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	61	397	349.99	397.34	457.01	372.58	454.59	411.99	81.
A FIRMS WITH 25+ EMPLOYEES	21	209	363.99	398.66	456.40	369.49	468.14	424.73	33.
B FIRMS WITH 50 TO 249	13	46	377.99	410.00	480.00	378.08	404.83	416.21	118.
C FIRMS WITH 4 TO 49	11	71	346.67	789.99	448.75	364.47	437.76	405.14	190.
D LOCAL GOVERNMENTS	16	107	306.41	445.00	484.65	409.50	490.16	449.53	48.
II SIX SMALL COUNTIES	7	17	471.30	505.45	531.86	411.74	507.04	502.50	501.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	2	2	476.66	500.83	525.00	411.67	500.83	500.83	584.
D LOCAL GOVERNMENTS	5	15	407.50	560.42	613.50	412.69	581.03	522.33	660.
III MULTI-COUNTY FIRMS	6	110	407.33	470.00	519.99	398.12	532.49	469.67	65.
STATE TOTAL BASED ON SAMPLE	74	520	383.05	429.77	481.22	384.22	476.21	438.71	57.

BY-INDUSTRY

MINING	1	16
CONSTRUCTION	1	1
MANUFACTURING	14	40
TRANSPORTATION-PUBLIC UTILITY	5	51
WHOLESALE & RETAIL TRADE	10	87
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	15	181
LOCAL GOVERNMENT	28	148

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	5	7
10-19	6	27
20-49	2	4
50-99	15	47
100-249	11	77
250-499	20	157
500-999	10	143
1000 & OVER	5	77

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEANS, AND MEDIAN ARE EXPRESSED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE MONTANA BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: CLERK TYPIST I, G-4

STRATA	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUANTILES Q1	MEDIAN	Q3	WEIGHTED-AVERAGE HIRE-RATE	HEIGHT OF YEAR	VARIANCE CEILING-BEAD
I TWELVE LARGE COUNTIES	41	155	415.44	435.99	475.35	489.78	446.38	122.
A FIRMS WITH 250+ EMPLOYEES	12	62	398.56	435.80	493.90	403.71	450.73	150.
B FIRMS WITH 50 TO 249	11	21	400.00	440.00	500.00	399.19	442.63	171.
C FIRMS WITH 4 TO 49	7	16	425.00	435.00	462.50	302.54	445.87	282.
D LOCAL GOVERNMENTS	11	56	305.50	435.00	500.00	400.75	457.77	101.
II SIX SMALL COUNTIES	7	17	471.30	505.45	531.86	411.74	502.50	501.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	3	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	2	2	476.66	500.83	525.00	411.67	500.83	584.
D LOCAL GOVERNMENTS	5	15	407.50	560.42	613.50	412.69	522.33	660.
III MULTI-COUNTY FIRMS	4	28	470.00	470.00	470.00	409.20	489.36	175.
STATE TOTAL BASED ON SAMPLE	52	200	434.55	455.08	486.34	400.89	502.44	77.

BY-INDUSTRY

MINING	0	0						
CONSTRUCTION	0	0						
MANUFACTURING	11	28						
TRANSPORTATION-PUBLIC UTILITY	5	30						
WHOLESALE & RETAIL TRADE	4	6						
FINANCE-INSURANCE-REAL ESTATE	0	0						
SERVICES	9	47						
LOCAL GOVERNMENT	23	89						

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	4	5						
10-19	4	12						
20-49	1	1						
50-99	17	30						
100-249	10	44						
250-499	10	57						
500-999	7	20						
1000 & OVER	3	31						

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: FOOD SERVICE WORKER I, C-4

SIPRAI	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	MEDIAN	Q3	WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	20	182	334.71	354.34	360.59	333.55	349.16	9.
A FIRMS WITH 250+ EMPLOYEES	10	115	346.67	376.13	400.06	363.14	384.07	12.
B FIRMS WITH 50 TO 249	2	15	329.33	329.33	337.99	332.79	332.57	12.
C FIRMS WITH 4 TO 49	3	12	329.33	346.67	346.67	320.66	338.00	20.
D LOCAL GOVERNMENTS	5	41	390.47	483.59	483.59	419.27	431.95	91.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	2	62	402.13	418.07	476.66	371.22	434.41	81.
STATE TOTAL BASED ON SAMPLE	22	245	346.44	365.43	380.79	340.10	364.00	9.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	0	0
TRANSPORTATION-PUBLIC UTILITY	1	12
WHOLESALE & RETAIL TRADE	4	62
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	12	130
LOCAL GOVERNMENT	5	41

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	1	2
10-19	2	10
20-49	0	0
50-99	1	0
100-249	3	18
250-499	8	94
500-999	6	110
1000 & OVER	1	12

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: KEYPUNCH OPERATOR I, G-4

SIBERIA	NO. OF FIRMS	NO. OF EMPLOYEES	INTEQUABLE RANGE OF MEDIAN	WEIGHTED-AVERAGE HIRE-RATE PAY-RATE	WEIGHTED MEAN	VARIANCE CE-IRE-MEAN
I TWELVE LARGE COUNTIES	17	55	442.25	587.97	471.23	1185.
A FIRMS WITH 250+ EMPLOYEES	3	72	502.50	621.58	520.46	206.
B FIRMS WITH 50 TO 249	3	10	470.00	637.77	477.16	708.
C FIRMS WITH 4 TO 49	1	3	415.99	563.72	456.43	2913.
D LOCAL GOVERNMENTS	4	10	508.50	527.50	497.85	555.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	5	20	539.47	606.67	551.41	312.
STATE TOTAL BASED ON SAMPLE	22	75	428.67	587.09	485.18	818.

BY-INDUSTRY

MINING	1	16
CONSTRUCTION	1	1
MANUFACTURING	6	12
TRANSPORTATION-PUBLIC UTILITY	1	9
WHOLESALE & RETAIL TRADE	5	15
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	2	4
LOCAL GOVERNMENT	6	18

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	1	3
50-99	1	3
100-249	3	10
250-499	9	16
500-999	5	17
1000 & OVER	3	30

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974. CO
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: GRADE C

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	MINIMUM	QUANTILE Q1	MEDIAN	QUANTILE Q3	WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	53	322	370.21	424.68	513.64	409.22	484.75	457.56	189.
A FIRMS WITH 250+ EMPLOYEES	21	198	426.39	471.59	725.00	504.07	557.61	533.31	131.
B FIRMS WITH 50 TO 249	11	75	329.37	446.67	417.50	371.13	458.31	397.92	170.
C FIRMS WITH 4 TO 49	9	22	364.00	424.66	480.00	388.72	468.45	449.93	447.
D LOCAL GOVERNMENTS	12	27	434.00	571.43	677.66	536.72	579.53	550.31	687.
II SIX SMALL COUNTIES	5	13	389.98	430.07	452.53	372.98	493.06	433.73	333.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	1	5	198.64	198.64	407.33	346.67	476.66	405.59	48.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	4	8	378.95	470.00	510.00	406.41	517.92	469.49	1642.
III MULTI-COUNTY FIRMS	4	579	533.86	640.99	712.39	522.01	700.34	617.14	12.
STATE TOTAL BASED ON SAMPLE	62	914	396.88	456.87	528.38	417.26	516.20	474.63	96.

BY-INDUSTRY

Mining	0	0
Construction	0	0
Manufacturing	11	70
Transportation-Public Utility	4	69
Wholesale & Retail Trade	12	560
Finance-Insurance-Real Estate Services	0	0
Local Government	15	172
	20	43

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	6	18
10-19	1	1
20-49	3	4
50-99	14	86
100-249	9	17
250-499	14	84
500-999	13	617
1000 & OVER	3	97

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: CUSTODIAL WORKER I, G-F

SUBCLASS	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INEQUALITY RANGE	Q3	WEIGHTED-AVERAGE HOPE-RATE	MAX-RATE	MIN-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	73	216	359.66	429.57	594.59	410.18	487.75	468.88	468.88	1054.
A FIRMS WITH 250+ EMPLOYEES	18	148	414.26	471.50	749.65	520.89	562.00	538.40	538.40	201.
B FIRMS WITH 50 TO 249	6	42	329.37	329.37	367.99	395.01	432.33	402.00	402.00	482.
C FIRMS WITH 4 TO 49	4	7	346.66	433.33	500.83	374.84	460.04	461.50	461.50	2571.
D LOCAL GOVERNMENTS	11	19	480.36	601.00	681.38	600.18	677.34	604.18	604.18	801.
II SIX SMALL COUNTIES	3	4	389.00	472.50	602.50	454.50	522.83	495.75	495.75	5817.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	3	4	389.00	472.50	602.50	454.50	522.83	495.75	495.75	5817.
III MULTI-COUNTY FIRMS	7	68	498.00	503.57	630.45	442.30	620.87	542.89	542.89	79.
STATE TOTAL BASED ON SAMPLE	45	288	384.87	448.00	594.62	423.79	510.76	484.66	484.66	703.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	9	55
TRANSPORTATION-PUBLIC UTILITY	4	59
WHOLESALE & RETAIL TRADE	4	16
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	13	132
LOCAL GOVERNMENT	15	26

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	2	5
10-19	1	1
20-49	2	2
50-99	10	44
100-249	5	12
250-499	11	54
500-999	11	94
1000 & OVER	3	76

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION: LIQUOR STORE CLERK I, G-5

SIBSIA	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUARTILE RANGE Q1	INTERQUARTILE RANGE Q3	WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED-AVERAGE MAX.-RATE	WEIGHTED MEAN	VARIANCE CE-IRE-MEAN
I TWELVE LARGE COUNTIES	7	40	439.96	495.41	430.72	515.86	477.08	209.
A FIRMS WITH 250+ EMPLOYEES	1	8	736.65	757.45	715.85	757.45	747.05	46.
B FIRMS WITH 50 TO 249	1	26	330.00	395.00	325.00	490.00	373.08	77.
C FIRMS WITH 4 TO 49	5	15	402.90	463.66	395.19	463.17	444.53	463.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	1	2	500.00	515.00	370.00	560.00	507.50	56.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	1	2	500.00	515.00	370.00	560.00	507.50	56.
III MULTI-COUNTY FIRMS	1	500	533.86	712.39	533.86	712.39	629.50	13.
STATE TOTAL BASED ON SAMPLE	9	551	465.36	494.56	432.35	552.12	504.27	92.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	1	8
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	7	541
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	0	0
LOCAL GOVERNMENT	1	2

BY-SIZE-DE-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	4	17
10-19	0	0
20-49	1	2
50-99	2	28
100-249	0	0
250-499	0	0
500-999	2	508
1000 & OVER	0	0

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEANS, AND WEIGHTS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: SWITCHBOARD OPERATOR I, G-5

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INEQUALITY--RANGE	Q3	WEIGHTED-AVERAGE HIRE-RATE	HIRE-RATE MAX-RATE	WEIGHTED MEAN	VARIANCE CE-100-MEAN
I TWELVE LARGE COUNTIES	22	57	430.00	455.80	488.37	396.06	493.69	463.69	123.
A FIRMS WITH 250+ EMPLOYEES	13	42	445.46	459.32	474.92	404.45	584.38	474.69	141.
B FIRMS WITH 50 TO 249	7	7	434.00	444.00	509.50	393.76	496.47	465.76	414.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	4	8	375.00	411.00	451.00	386.00	451.75	422.38	395.
II SIX SMALL COUNTIES	2	7	389.98	389.98	394.83	346.67	464.92	393.86	15.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	1	6	398.66	398.66	407.33	346.67	476.66	405.59	48.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	1	2	378.95	378.95	378.95	346.66	459.00	378.95	0.
III MULTI-COUNTY FIRMS	2	11	570.00	570.00	570.00	476.15	643.71	559.94	101.
STATE TOTAL BASED ON SAMPLE	26	75	441.60	457.91	480.23	397.46	508.42	462.48	55.

BY-INDUSTRY

MINING	0	0							
CONSTRUCTION	0	0							
MANUFACTURING	7	7							
TRANSPORTATION-PUBLIC UTILITY	1	10							
WHOLESALE & RETAIL TRADE	3	3							
FINANCE-INSURANCE-REAL ESTATE	0	0							
SERVICES	7	40							
LOCAL GOVERNMENT	8	15							

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0							
10-19	0	0							
20-49	0	0							
50-99	5	14							
100-249	3	5							
250-499	8	30							
500-999	7	15							
1000 & OVER	2	11							

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: GRADE 6

SIEGAL	NO. OF FIRMS	NO. OF EMPLOYEES	INTEQUANTILE RANGE Q1	MEDIAN	Q3	WEIGHTED-AVERAGE HIRE-RATE	MAX-RATE	MIN-RATE	HEIGHTED MEAN	VARIANCE CEILING-BEAM
I TWELVE LARGE COUNTIES	33	142	427.63	474.30	537.33	400.81	553.82	483.78	90.	
A FIRMS WITH 250+ EMPLOYEES	11	58	537.00	613.50	740.00	580.21	691.97	646.04	326.	
B FIRMS WITH 50 TO 249	11	42	450.00	501.33	554.66	449.16	575.24	505.87	158.	
C FIRMS WITH 4 TO 49	4	19	394.31	437.33	485.32	342.11	516.34	438.34	193.	
D LOCAL GOVERNMENTS	7	23	458.75	500.00	553.75	463.07	556.70	517.48	375.	
II SIX SMALL COUNTIES	7	4	505.62	505.62	505.62	363.06	505.62	505.62	*****	
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.	
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.	
C FIRMS WITH 4 TO 49	1	3	518.52	518.52	518.52	363.99	518.52	518.52	0.	
D LOCAL GOVERNMENTS	1	1	352.00	352.00	352.00	352.00	352.00	352.00	*****	
III MULTI-COUNTY FIRMS	4	49	570.00	570.00	660.78	470.16	653.21	582.54	86.	
STATE TOTAL BASED ON SAMPLE	39	195	463.43	493.99	547.78	402.55	557.54	501.93	*****	

BY-INDUSTRY

MINING	0	0								
CONSTRUCTION	0	0								
MANUFACTURING	9	53								
TRANSPORTATION-PUBLIC UTILITY	4	50								
WHOLESALE & RETAIL TRADE	10	62								
FINANCE-INSURANCE-REAL ESTATE	0	0								
SERVICES	4	14								
LOCAL GOVERNMENT	12	36								

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	2	8								
10-19	1	2								
20-49	2	12								
50-99	9	20								
100-249	7	32								
250-499	7	43								
500-999	4	25								
1000 & OVER	3	53								

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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3. QUANTILES, MEANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: SECURITY GROUP VI, G-6

STATE	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INDEQUATE--RANGE MEDIAN	Q3	WEIGHTED-AVERAGE HIRE-RATE MAX--RATE	WEIGHTED MEAN	VARIANCE CE--IRE--MEAN
I TWELVE LARGE COUNTIES	5	27	738.30	740.00	835.00	671.42	760.82	327.
A FIRMS WITH 250+ EMPLOYEES	6	27	738.39	740.00	835.00	671.42	760.82	327.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	6	27	738.39	740.00	835.00	671.42	760.82	327.

BY-INDUSTRY

MINING	0	0						
CONSTRUCTION	0	0						
MANUFACTURING	4	23						
TRANSPORTATION-PUBLIC UTILITY	0	0						
WHOLESALE & RETAIL TRADE	0	0						
FINANCE-INSURANCE-REAL ESTATE	0	0						
SERVICES	2	4						
LOCAL GOVERNMENT	0	0						

BY-SIZE-DE-EISE-OR-GOVERNMENT

4-9 EMPLOYEES	0	0						
10-19	0	0						
20-49	0	0						
50-99	0	0						
100-249	0	0						
250-499	2	6						
500-999	3	16						
1000 & OVER	1	5						

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

SIRBIA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	MEDIAN	Q3	WEIGHTED-AVERAGE WAGE-RATE	WIGHTED MEAN	VARIANCE CELL-REAR
I TWELVE LARGE COUNTIES	9	38	496.74	529.26	567.85	460.58	531.30	*****
A FIRMS WITH 250+ EMPLOYEES	1	16	486.00	537.00	573.00	486.00	529.13	98.
B FIRMS WITH 50 TO 249	1	1	809.45	809.45	809.45	809.45	809.45	*****
C FIRMS WITH 4 TO 49	4	19	394.31	433.37	485.32	742.11	438.34	193.
D LOCAL GOVERNMENTS	2	2	745.32	754.85	764.79	680.73	754.85	91.
II SIX SMALL COUNTIES	1	3	518.52	518.52	518.52	763.09	518.52	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	1	3	518.52	518.52	518.52	363.99	518.52	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	5	570.00	570.00	570.00	485.00	570.00	0.
STATE TOTAL BASED ON SAMPLE	10	46	511.36	532.65	557.92	443.92	533.99	*****
BY-INDUSTRY								
MINING	0	0						
CONSTRUCTION	0	0						
MANUFACTURING	1	16						
TRANSPORTATION-PUBLIC UTILITY	2	6						
WHOLESALE & RETAIL TRADE	5	22						
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0						
LOCAL GOVERNMENT	2	2						
BY-SIZE-OF-FIRM-OR-GOVERNMENT								
4-9 EMPLOYEES	2	8						
10-19	1	2						
20-49	2	12						
50-99	2	2						
100-249	0	0						
250-499	2	17						
500-999	0	0						
1000 & OVER	1	5						

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION PAGE 7

SIBSIA	NO. OF FIRMS	NO. OF EMPLOYEES	INTECHABLE RANGE		WEIGHTED-AVERAGE		WEIGHTED MEAN	VARIANCE
			Q1	Q2	MAX-RATE	MIN-RATE		
I TWELVE LARGE COUNTIES	81	1390	382.29	644.29	482.04	576.85	535.07	149.
A FIRMS WITH 250+ EMPLOYEES	24	799	398.66	495.00	451.64	532.60	494.84	31.
B FIRMS WITH 50 TO 249	21	157	343.25	660.39	477.42	556.07	510.04	168.
C FIRMS WITH 4 TO 49	18	66	389.99	681.19	490.79	595.48	553.40	357.
D LOCAL GOVERNMENTS	18	368	373.87	544.00	474.29	538.51	504.24	59.
II SIX SMALL COUNTIES	11	61	425.81	454.33	398.39	480.58	444.42	18.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	2	7	381.33	431.15	395.90	497.85	415.61	265.
C FIRMS WITH 4 TO 49	2	6	434.29	457.57	400.00	479.76	448.33	21.
D LOCAL GOVERNMENTS	7	48	381.33	450.66	382.40	468.39	434.39	190.
III MULTI-COUNTY FIRMS	6	265	519.99	570.00	577.24	694.45	637.24	79.
STATE TOTAL BASED ON SAMPLE	98	1716	410.31	626.48	477.83	573.11	530.36	66.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	2	7
MANUFACTURING	19	204
TRANSPORTATION-PUBLIC UTILITY	6	72
WHOLESALE & RETAIL TRADE	21	266
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	18	720
LOCAL GOVERNMENT	32	447

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	5	10
10-19	11	31
20-49	7	78
50-99	22	108
100-249	14	202
250-499	21	616
500-999	13	564
1000 & OVER	4	147

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
 2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY DATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
 3. QUANTILES, MEDIANS, AND MEANS FOR STATE I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.
- PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: ACCOUNTING CLERK II, G-7

SIBS13	NO. OF FIRMS	NC. OF EMPLOYEES	Q1	INTERQUANTILE RANGE	Q3	WEIGHTED-AVERAGE	WEIGHTED MEAN	VARIANCE	
			OF	OR	BASE	BASE	CEILING		
I TWELVE LARGE COUNTIES	59	140	429.13	522.74	646.84	474.43	581.83	787.	
A FIRMS WITH 250+ EMPLOYEES	18	47	561.25	626.00	877.00	574.21	779.65	662.	
B FIRMS WITH 50 TO 249	10	40	446.00	520.00	567.00	438.01	540.30	215.	
C FIRMS WITH 4 TO 49	9	11	392.49	500.00	617.99	462.63	543.99	1906.	
D LOCAL GOVERNMENTS	13	42	456.00	523.50	628.75	463.74	607.57	252.	
II SIX SMALL COUNTIES	7	10	443.23	447.46	454.96	410.73	505.38	*****	
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.	
B FIRMS WITH 50 TO 249	1	1	500.00	500.00	500.00	483.33	625.00	*****	
C FIRMS WITH 4 TO 49	1	1	434.29	434.29	434.29	400.00	485.71	*****	
D LOCAL GOVERNMENTS	5	8	477.50	537.50	643.88	446.25	587.56	1418.	
III MULTI-COUNTY FIRMS	4	58	564.37	570.00	570.00	491.04	672.05	140.	
STATE TOTAL BASED ON SAMPLE	70	206	450.71	513.65	596.46	463.51	578.42	*****	
BY-INDUSTRY									
MINING	0	0							
CONSTRUCTION	2	2							
MANUFACTURING	14	45							
TRANSPORTATION-PUBLIC UTILITY	4	39							
WHOLESALE & RETAIL TRADE	13	46							
FINANCE-INSURANCE-REAL ESTATE	0	0							
SERVICES	13	15							
LOCAL GOVERNMENT	24	61							
BY-SIZE-OF-FIRM-OR-GOVERNMENT									
4-9 EMPLOYEES	3	3							
10-19	4	5							
20-49	5	6							
50-99	17	33							
100-249	12	26							
250-499	16	43							
500-999	10	75							
1000 & OVER	3	57							

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974, 19
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: ORGAN INSPECTOR I, 0-7

SIGNALS	NO. OF FIRMS	NO. OF EMPLOYEES	MINIMUM OF \$1	INFERIORITY--RANGE OF MEDIAN	WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE CE-IRE-MEAN
I TWELVE LARGE COUNTIES	1	1	500.00	500.00	500.00	600.00	*****
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	1	1	600.00	600.00	600.00	600.00	*****
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	1	1	600.00	600.00	500.00	600.00	*****

BY-INDUSTRY

MINING	0	0	0.00	0.00	0.00	0.00	0.
CONSTRUCTION	0	0	0.00	0.00	0.00	0.00	0.
MANUFACTURING	0	0	0.00	0.00	0.00	0.00	0.
TRANSPORTATION-PUBLIC UTILITY	0	0	0.00	0.00	0.00	0.00	0.
WHOLESALE & RETAIL TRADE	0	0	0.00	0.00	0.00	0.00	0.
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0	0.00	0.00	0.00	0.00	0.
LOCAL GOVERNMENT	1	1	0.00	0.00	0.00	0.00	0.

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
10-19	0	0	0.00	0.00	0.00	0.00	0.
20-49	0	0	0.00	0.00	0.00	0.00	0.
50-99	1	1	0.00	0.00	0.00	0.00	0.
100-249	0	0	0.00	0.00	0.00	0.00	0.
250-499	0	0	0.00	0.00	0.00	0.00	0.
500-999	0	0	0.00	0.00	0.00	0.00	0.
1000 & OVER	0	0	0.00	0.00	0.00	0.00	0.

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIAN, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

STATE	NO. OF EMPLOYEES	NO. OF FIRMS	INTERQUANTILE RANGE OF MEDIAN	WEIGHTED AVERAGE HIRE-RATE PAY-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	10	48	425.57	477.57	472.00	188.
A FIRMS WITH 250+ EMPLOYEES	7	20	427.26	431.67	478.11	105.
B FIRMS WITH 50 TO 249	4	10	402.67	433.32	412.00	206.
C FIRMS WITH 4 TO 49	4	8	433.32	502.66	438.08	445.
D LOCAL GOVERNMENTS	4	10	397.58	442.72	416.17	220.
II SIX SMALL COUNTIES	2	9	419.13	476.11	420.73	36.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	1	6	394.33	424.66	401.55	53.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	1	3	437.65	450.66	444.89	33.
III MULTI-COUNTY FIRMS	1	70	476.66	519.99	471.93	46.
STATE TOTAL BASED ON SAMPLE	22	127	431.28	474.80	435.15	83.

BY-INDUSTRY

MINING	0	0				
CONSTRUCTION	0	0				
MANUFACTURING	0	0				
TRANSPORTATION-PUBLIC UTILITY	0	0				
WHOLESALE & RETAIL TRADE	3	74				
FINANCE-INSURANCE-REAL ESTATE	0	0				
SERVICES	12	36				
LOCAL GOVERNMENT	7	17				

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	1	2				
10-19	2	5				
20-49	1	1				
50-99	4	14				
100-249	4	10				
250-499	5	14				
500-999	5	81				
1000 & OVER	0	n				

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STATE I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION EQUIPMENT OPERATOR I, 6-7

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	MINIMUM	MEDIAN	RANGE	WEIGHTED-AVERAGE WAGE-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	23	144	722.57	770.44	843.10	775.89	775.76	584.
A FIRMS WITH 250+ EMPLOYEES	8	69	755.72	879.75	879.75	825.15	823.90	145.
B FIRMS WITH 50 TO 249	5	9	778.39	800.00	808.86	787.76	787.76	5061.
C FIRMS WITH 4 TO 49	4	7	740.03	740.12	845.07	762.22	762.22	1060.
D LOCAL GOVERNMENTS	5	50	771.20	775.00	833.72	785.55	766.31	127.
II SIX SMALL COUNTIES	7	4	454.82	464.82	464.82	464.82	464.82	*****
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	1	1	450.00	450.00	450.00	450.00	450.00	*****
D LOCAL GOVERNMENTS	1	2	541.32	541.32	641.32	519.99	641.32	0.
III MULTI-COUNTY FIRMS	1	4	774.80	774.80	774.80	774.80	774.80	0.
STATE TOTAL BASED ON SAMPLE	26	152	676.33	707.68	755.25	696.42	711.16	*****

BY-INDUSTRY

MINING	0	0						
CONSTRUCTION	1	1						
MANUFACTURING	11	75						
TRANSPORTATION-PUBLIC UTILITY	0	0						
WHOLESALE & RETAIL TRADE	5	12						
FINANCE-INSURANCE-REAL ESTATE	0	0						
SERVICES	1	1						
LOCAL GOVERNMENT	7	62						

BY-SIZE-DE-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	2	5						
10-19	2	2						
20-49	2	4						
50-99	2	2						
100-249	5	26						
250-499	0	62						
500-999	3	16						
1000 & OVER	1	75						

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIAN, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

SISAL1	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	MEDIAN	Q3	WEIGHTED AVERAGE WISE_RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	17	879	328.84	334.25	346.22	327.75	342.11	34.
A FIRMS WITH 250+ EMPLOYEES	10	591	398.55	412.52	459.32	379.93	421.73	3.
B FIRMS WITH 50 TO 249	1	51	337.99	337.99	357.49	337.99	747.68	8.
C FIRMS WITH 4 TO 49	1	8	307.20	307.20	307.20	307.20	316.30	83.
D LOCAL GOVERNMENTS	5	229	372.56	445.11	487.59	406.74	425.35	16.
II SIX SMALL COUNTIES	1	30	381.33	381.33	381.33	346.67	381.33	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	1	30	381.33	381.33	381.33	346.67	381.33	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	18	909	341.46	345.57	354.65	332.30	351.54	19.

BY-INDUSTRY

MINING	0	0						
CONSTRUCTION	0	0						
MANUFACTURING	0	0						
TRANSPORTATION-PUBLIC UTILITY	0	0						
WHOLESALE & RETAIL TRADE	0	0						
FINANCE-INSURANCE-REAL ESTATE	0	0						
SERVICES	12	650						
LOCAL GOVERNMENT	6	259						

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0						
10-19	0	0						
20-49	1	8						
50-99	1	30						
100-249	3	107						
250-499	9	450						
500-999	4	705						
1000 & OVER	0	0						

NOTES:

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PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFIED JOB: PERSONNEL CLERK II, 6-7

SERIAL	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUARTILE RANGE	Q3	WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	5	10	484.14	507.77	528.70	474.02	511.67	150.
A FIRMS WITH 250+ EMPLOYEES	2	6	472.19	477.59	500.00	459.91	467.20	76.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	4	4	517.90	600.00	655.00	517.03	586.25	1756.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	3	3	549.32	604.92	659.81	439.66	604.61	1809.
STATE TOTAL BASED ON SAMPLE	9	13	495.48	524.67	559.44	468.04	527.84	157.

BY-INDUSTRY

Mining	0	0
Construction	0	0
Manufacturing	1	5
Transportation-Public Utility	1	1
Wholesale & Retail Trade	2	2
Finance-Insurance-Real Estate	0	0
Services	1	1
Local Government	4	4

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	1	1
50-99	1	1
100-249	1	1
250-499	1	1
500-999	3	3
1000 & OVER	2	2

NOTES:

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PREPARED BY THE OFFICE OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUARTILE RANGE	MEDIAN	Q3	WEIGHTED AVERAGE HIGH-SALE RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	73	78	496.58	596.01	651.92	475.07	655.04	583.33	2144.
A FIRMS WITH 250+ EMPLOYEES	13	78	547.77	571.00	607.00	515.70	670.70	601.93	476.
B FIRMS WITH 50 TO 249	8	14	500.00	557.13	625.00	499.83	708.83	571.46	396.
C FIRMS WITH 4 TO 49	3	7	487.50	600.00	675.00	460.00	633.33	583.33	5278.
D LOCAL GOVERNMENTS	9	23	450.00	585.00	600.00	480.77	671.85	570.68	806.
II SIX SMALL COUNTIES	4	8	479.15	454.26	461.42	398.55	487.33	450.28	41.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	1	4	445.72	457.14	457.14	400.00	485.71	451.43	33.
D LOCAL GOVERNMENTS	3	4	361.00	420.00	512.33	381.33	506.67	436.67	2221.
III MULTI-COUNTY FIRMS	5	70	690.00	690.00	690.00	551.48	739.29	556.33	182.
STATE TOTAL BASED ON SAMPLE	42	116	511.35	577.63	617.67	470.33	631.89	565.82	924.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	2	2
MANUFACTURING	9	26
TRANSPORTATION-PUBLIC UTILITY	4	24
WHOLESALE & RETAIL TRADE	4	9
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	6	16
LOCAL GOVERNMENT	17	41

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	3	6
20-49	2	2
50-99	8	9
100-249	7	17
250-499	11	32
500-999	8	23
1000 & OVER	3	27

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATIONS WAREHOUSE WORKER II, G-7

SUBCLASS	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUARTILE RANGE	Q3	WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE CE-IRE-MEAN
I TWELVE LARGE COUNTIES	15	90	594.98	686.45	723.84	579.74	651.65	156.
A FIRMS WITH 250+ EMPLOYEES	8	28	759.86	878.79	894.07	785.74	801.80	657.
B FIRMS WITH 50 TO 249	4	33	560.39	640.39	738.39	678.01	684.05	106.
C FIRMS WITH 4 TO 49	3	29	539.49	649.99	681.19	505.95	608.63	310.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	3	100	802.52	802.52	802.52	772.75	779.55	40.
STATE TOTAL BASED ON SAMPLE	18	190	631.09	706.64	737.53	613.32	673.90	107.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	1	2
MANUFACTURING	9	54
TRANSPORTATION-PUBLIC UTILITY	1	8
WHOLESALE & RETAIL TRADE	5	123
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	1	1
	1	2

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	2	13
20-49	1	16
50-99	3	18
100-249	1	15
250-499	2	6
500-999	5	07
1000 & OVER	2	26

NOTES:
 1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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 PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: GRADE A

SIBERIA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	Q2	Q3	WEIGHTED AVERAGE FIRM-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	14	26	571.75	587.42	626.08	565.14	598.04	*****
A FIRMS WITH 250+ EMPLOYEES	4	5	872.04	895.00	1130.25	817.58	1002.05	7304.
B FIRMS WITH 50 TO 249	2	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	1	1	500.00	500.00	500.00	500.00	500.00	*****
D LOCAL GOVERNMENTS	9	20	620.00	727.50	755.00	670.47	698.92	526.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	2	15	589.25	690.00	690.00	554.13	677.60	645.
STATE TOTAL BASED ON SAMPLE	16	41	592.20	601.96	637.20	563.23	612.63	*****

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	4	5
TRANSPORTATION-PUBLIC UTILITY	2	15
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	1	1
LOCAL GOVERNMENT	9	20

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	1	1
20-49	0	0
50-99	1	1
100-249	1	1
250-499	7	14
500-999	7	7
1000 & OVER	3	17

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION: OCCASIONAL OFFICER, 6-8

SIBATA	NO. OF FIRMS	NO. OF EMPLOYEES	INSEQUABLE RANGE Q1	MEDIAN	RANGE Q3	WEIGHTED-AVERAGE		WEIGHTED MEAN	VARIANCE
						WAGE-RATE	WAGE-RATE		
I TWELVE LARGE COUNTIES	3	6	755.00	755.00	755.00	680.83	737.83	737.83	3910.
A FIRMS WITH 25+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	3	6	755.00	755.00	755.00	680.83	737.83	737.83	3910.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 25+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL 9ASEC CN SAMPLE	3	6	755.00	755.00	755.00	680.83	737.83	737.83	3910.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	0	0
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	0	0
LOCAL GOVERNMENT	3	6

BY-SIZE-CLASSIFICATION-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	1	1
100-249	1	1
250-499	0	0
500-999	1	1
1000 & over	0	0

NOTES

1. DATA FOR WAGE AND SALARY SURVEY IS REPORTED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY RATES ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIAN, AND MEAN ARE EXPRESSED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF STATISTICS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: CRAFTSMEN II, 5-9

SUBAIA	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUARTILE RANGE Q1	INTERQUARTILE RANGE Q3	WEIGHTED AVERAGE HIGH RATE MAXIMUM	WEIGHTED AVERAGE HIGH RATE MAXIMUM	WEIGHTED AVERAGE HIGH RATE MAXIMUM	VARIANCE COEFFICIENT
I TWELVE LARGE COUNTIES	12	15	574.91	632.21	562.50	667.30	603.66	*****
A FIRMS WITH 250+ EMPLOYEES	4	4	894.50	1192.50	812.02	1168.02	1043.50	9309.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	1	1	502.00	500.00	500.00	550.00	500.00	*****
D LOCAL GOVERNMENTS	7	10	605.00	700.00	638.61	710.71	655.01	408.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	2	12	690.00	690.00	570.50	802.50	683.58	173.
STATE TOTAL BASFO CN SAMPLE	14	27	594.85	610.82	563.90	690.82	617.56	*****

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	4	4
TRANSPORTATION-PUBLIC UTILITY	2	12
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	1	1
	7	10

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	1	1
20-49	0	0
50-99	0	0
100-249	0	0
250-499	7	10
500-999	3	3
1000 & OVER	3	17

NOTES:

1. DATA FOR WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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- PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION SURVEY AIDE II, G-P

SIBSIA	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUARTILE RANGE		WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE
			Q1	Q3			
I TWELVE LARGE COUNTIES	2	4	715.50	766.09	795.18	750.34	570.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	2	4	715.50	766.09	785.18	750.34	570.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	2	3	518.00	518.00	823.25	653.67	18405.
STATE TOTAL BASED ON SAMPLE	4	7	691.14	722.93	791.80	733.52	946.

BY-INDUSTRY

MINING	0	0					
CONSTRUCTION	0	0					
MANUFACTURING	0	0					
TRANSPORTATION-PUBLIC UTILITY	2	3					
WHOLESALE & RETAIL TRADE	0	0					
FINANCE-INSURANCE-REAL ESTATE	0	0					
SERVICES	0	0					
LOCAL GOVERNMENT	2	4					

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0					
10-19	0	0					
20-49	0	0					
50-99	0	0					
100-249	0	0					
250-499	0	4					
500-999	0	0					
1000 & OVER	2	3					

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: WEIGHTING STATION APP., C-B

SUBCLASS	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	MEDIAN	Q3	WEIGHTED-AVERAGE WAGE-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	1	1	836.25	836.25	836.25	836.25	836.25	*****
A FIRMS WITH 250+ EMPLOYEES	1	1	836.25	836.25	836.25	836.25	836.25	*****
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	1	1	836.25	836.25	836.25	836.25	836.25	*****

BY INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	1	1
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	0	0

BY SIZE-CLASS-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	0	0
100-249	0	0
250-499	0	0
500-999	0	0
1000 & OVER	1	1

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIAN, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE DEPARTMENT OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: GRADE C

SIEBIA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUANTILE RANGE	Q2	WEIGHTED-HIRE-RATE	AVERAGE HIRE-RATE	WEIGHTED-MEAN	VARIANCE CE-IRE-MEAN
I TWELVE LARGE COUNTIES	52	679	594.05	816.38	945.71	771.00	866.77	803.78	4870.
A FIRMS WITH 250+ EMPLOYEES	16	194	802.52	889.18	894.07	809.27	881.91	842.09	91.
B FIRMS WITH 50 TO 249	11	134	1217.31	1217.31	1213.31	1116.13	1136.62	1126.30	296.
C FIRMS WITH 4 TO 49	7	4	524.37	697.83	893.16	671.91	793.24	708.74	12093.
D LOCAL GOVERNMENTS	22	347	717.00	768.28	816.38	732.69	807.37	767.25	38.
II SIX SMALL COUNTIES	5	67	610.00	628.00	770.00	614.11	688.07	671.14	175.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	5	67	610.00	628.00	770.00	614.11	688.07	671.14	175.
III MULTI-COUNTY FIRMS	1	1	700.00	700.00	700.00	450.00	700.00	700.00	*****
STATE TOTAL BASED ON SAMPLE	59	747	677.44	761.27	875.39	694.21	806.72	761.97	*****

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	2	10
MANUFACTURING	12	183
TRANSPORTATION-PUBLIC UTILITY	3	99
WHOLESALE & RETAIL TRADE	5	8
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	7	27
LOCAL GOVERNMENT	30	420

BY-SIZE-DE-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	1	1
10-19	1	1
20-49	3	10
50-99	19	214
100-249	3	151
250-499	15	100
500-999	0	104
1000 & OVER	2	67

NOTES

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY PAYES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: APPENDIX I, C-6

SIBIA	NO. OF FIRMS	NO. OF EMPLOYEES	INITIATION DATE	INITIATION RANGE	WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE
			Q1	Q2	MAX-RATE	CE-IRE-MEAN	
I TWELVE LARGE COUNTIES	1	2	825.00	907.50	790.00	866.25	1702.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	1	2	825.00	907.50	790.00	866.25	1702.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	1	2	825.00	907.50	790.00	866.25	1702.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	0	0
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	1	2

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	0	0
100-249	1	2
250-499	0	0
500-999	0	0
1000 & OVER	0	0

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STATE I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION: CLEK SUBDIVISION II, 5-0

SIGNAL	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INDETERMINABLE RANGE	Q3	WEIGHTED-AVERAGE	WEIGHTED-AVERAGE	WEIGHTED	VARIANCE
				MEDIAN		BASE	MAX. BASE	MEAN	CE-INT-MEAN
I TWELVE LARGE COUNTIES	12	24	714.38	767.62	808.57	733.95	796.32	767.18	*****
A FIRMS WITH 250+ EMPLOYEES	4	4	558.36	633.97	841.97	630.62	803.87	700.17	11688.
B FIRMS WITH 50 TO 249	5	8	445.00	647.00	750.00	507.00	708.63	627.38	3250.
C FIRMS WITH 4 TO 49	1	1	833.00	837.00	833.00	833.00	833.00	833.00	*****
D LOCAL GOVERNMENTS	2	11	596.00	596.00	596.00	560.45	605.91	605.91	98.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	12	24	714.38	767.62	808.57	733.95	796.32	767.18	*****

BY-INDUSTRY

MINING	0	0							
CONSTRUCTION	0	0							
MANUFACTURING	3	3							
TRANSPORTATION-PUBLIC UTILITY	1	1							
WHOLESALE & RETAIL TRADE	2	2							
FINANCE-INSURANCE-REAL ESTATE	0	0							
SERVICES	2	2							
LOCAL GOVERNMENT	4	15							

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0							
10-19	1	1							
20-49	0	0							
50-99	3	3							
100-249	3	6							
250-499	4	17							
500-999	1	1							
1000 & OVER	0	0							

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PREPARED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIAN, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF RESEARCH AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: EQUIPMENT OPERATOR II, 5-2

SIRATA	NO. OF FIRMS	NO. OF EMPLOYEES	INTEQUABLE RANGE Q1	MEDIAN	Q2	WEIGHTED-AVERAGE		VARIANCE
						WAGE-RATE	MAX-RATE	
I TWELVE LARGE COUNTIES	25	385	698.49	728.95	927.45	754.81	871.66	8345.
A FIRMS WITH 250+ EMPLOYEES	6	102	892.65	894.27	908.25	874.16	918.41	16.
B FIRMS WITH 50 TO 249	5	118	1217.31	1213.31	1213.31	1175.00	1175.13	161.
C FIRMS WITH 4 TO 49	7	7	500.16	554.65	853.65	618.21	779.99	20755.
D LOCAL GOVERNMENTS	12	162	740.13	770.00	914.02	789.15	834.84	52.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	0	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	25	385	698.49	728.95	927.45	754.81	871.66	8345.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	1	6
MANUFACTURING	8	116
TRANSPORTATION-PUBLIC UTILITY	2	98
WHOLESALE & RETAIL TRADE	2	3
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	0	0
LOCAL GOVERNMENT	12	162

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	1	1
10-19	0	0
20-49	2	5
50-99	5	110
100-249	4	40
250-499	0	120
500-999	4	65
1000 & OVER	1	35

NOTES:

1. DATA FOR WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIAN, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION: LABORATORY TECHNICIAN I, G-0

SIBSIA	I TWELVE LARGE COUNTIES	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUANTILE RANGE		WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE
				Q1	Q3			
A	FIRMS WITH 250+ EMPLOYEES	12	82	727.86	879.35	771.23	799.48	400.
B	FIRMS WITH 50 TO 249	2	2	415.32	700.00	537.16	657.66	1793.
C	FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D	LOCAL GOVERNMENTS	3	4	651.50	815.96	696.75	733.73	2507.
II SIX SMALL COUNTIES		0	0	0.00	0.00	0.00	0.00	0.
A	FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B	FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C	FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D	LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS		0	0	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE		17	68	664.21	755.13	649.72	723.20	513.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	7	58
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	1	1
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	6	25
	3	4

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	0	0
100-249	3	7
250-499	7	22
500-999	6	22
1000 & OVER	1	21

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION LEGAL SECRETARY II, C-C

SIBSIA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUARTILE RANGE	MEDIAN	Q3	WEIGHTED AVERAGE HIRE RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	11	19	503.72	580.32	580.32	600.90	485.85	561.59	379.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	1.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	11	10	503.72	580.32	580.32	600.00	489.85	561.59	379.
II SIX SMALL COUNTIES	4	4	436.46	496.46	496.46	540.21	438.85	488.33	1187.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	4	4	436.46	496.46	496.46	540.21	438.85	488.33	1187.
III MULTI-COUNTY FIRMS	1	1	700.00	700.00	700.00	700.00	450.00	700.00	*****
STATE TOTAL BASED ON SAMPLE	16	24	516.85	579.44	579.44	601.40	473.78	565.49	*****

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	0	0
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	1	1
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	15	23

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	7	7
100-249	2	3
250-499	5	10
500-999	1	3
1000 & OVER	1	1

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

CLASSIFICATION: MAINTENANCE WORKER II, C-9

STRATA	NO. OF FIRMS	NO. OF EMPLOYEES	INTEQUIVALENT RANGE		WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE	
			Q1	Q3				
I TWELVE LARGE COUNTIES	15	161	898.13	903.32	907.07	914.86	902.05	1.
A FIRMS WITH 25+ EMPLOYEES	1	6	768.72	768.72	768.72	782.59	768.72	0.
B FIRMS WITH 50 TO 249	1	4	1050.38	1050.38	1050.38	1050.38	1050.38	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	13	151	727.99	768.28	797.31	716.18	758.42	71.
II SIX SMALL COUNTIES	6	63	610.00	628.00	785.00	625.24	682.74	159.
A FIRMS WITH 25+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	6	63	610.00	628.00	785.00	625.24	682.74	159.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	21	224	828.84	837.11	877.71	821.00	849.31	10.

BY-INDUSTRY

MINING	0	0						
CONSTRUCTION	1	4						
MANUFACTURING	1	6						
TRANSPORTATION-PUBLIC UTILITY	0	0						
WHOLESALE & RETAIL TRADE	0	0						
FINANCE-INSURANCE-REAL ESTATE	0	0						
SERVICES	0	0						
LOCAL GOVERNMENT	19	214						

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0						
10-19	0	0						
20-49	1	5						
50-99	11	94						
100-249	5	97						
250-499	2	15						
500-999	2	13						
1000 & OVER	0	0						

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
 2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF 40 HOUR WORK WEEK.
 3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.
- PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

SIGMA	NO. OF FIRMS	NO. OF EMPLOYEES	INVERSE QUANTILES	WEIGHTED AVERAGE WAGE RATE	WEIGHTED MEAN	VARIANCE			
			Q1	Q3	MAX. RATE	CEILING - MEAN			
I TWELVE LARGE COUNTIES	56	1010	596.37	771.69	864.85	740.87	824.61	785.53	683.
A FIRMS WITH 250+ EMPLOYEES	23	642	525.00	565.06	886.58	628.58	737.30	537.65	50.
B FIRMS WITH 50 TO 249	16	207	886.58	974.24	961.98	854.74	922.95	910.69	76.
C FIRMS WITH 4 TO 49	12	21	697.75	777.78	830.25	736.55	822.34	779.20	1689.
D LOCAL GOVERNMENTS	15	140	543.54	717.00	903.05	649.08	748.47	716.89	262.
II SIX SMALL COUNTIES	10	29	507.23	552.97	563.57	517.09	601.35	564.43	*****
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	1	1	440.00	440.00	440.00	363.64	440.00	440.00	*****
C FIRMS WITH 4 TO 49	7	7	516.97	571.43	575.00	533.30	517.33	573.05	1151.
D LOCAL GOVERNMENTS	6	21	476.66	476.66	584.49	519.09	616.18	560.47	787.
III MULTI-COUNTY FIRMS	6	247	766.12	766.12	799.05	829.36	854.29	845.79	87.
STATE TOTAL BASED ON SAMPLE	82	1286	666.78	725.59	793.31	706.59	782.42	749.00	*****

BY-INDUSTRY

MINING	1	1
CONSTRUCTION	2	3
MANUFACTURING	16	354
TRANSPORTATION-PUBLIC UTILITY	7	52
WHOLESALE & RETAIL TRADE	14	311
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	17	397
LOCAL GOVERNMENT	25	168

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	9	11
10-19	4	12
20-49	3	6
50-99	20	76
100-249	10	180
250-499	20	416
500-999	12	400
1000 & OVER	4	176

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

DEPARTMENT OF LABOR AND INDUSTRY ACCT. II, 6-10

SIBSIA	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUARTILE RANGE		WEIGHTED-AVERAGE WAGE-RATE	WEIGHTED MEAN	VARIANCE
			Q1	Q3			
I TWELVE LARGE COUNTIES	18	71	712.64	875.69	862.74	795.04	916.
A FIRMS WITH 250+ EMPLOYEES	3	7	1056.67	1166.67	1250.64	1143.22	4282.
B FIRMS WITH 50 TO 249	5	6	565.00	795.50	962.54	783.38	6718.
C FIRMS WITH 4 TO 49	4	4	675.00	700.00	770.83	720.83	1545.
D LOCAL GOVERNMENTS	5	18	717.00	750.00	887.92	773.64	551.
II SIX SMALL COUNTIES	1	1	700.00	700.00	750.00	700.00	*****
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	1	1	700.00	700.00	750.00	700.00	*****
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	19	32	709.60	765.84	835.63	772.19	*****

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	2	2
TRANSPORTATION-PUBLIC UTILITY	1	1
WHOLESALE & RETAIL TRADE	4	5
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	3	3
LOCAL GOVERNMENT	9	21

BY-SIZE-OF-EMPLOYEE-GOVERNMENT

4-9 EMPLOYEES	3	3
10-19	0	0
20-49	2	2
50-99	5	5
100-249	2	1
250-499	6	18
500-999	0	0
1000 & OVER	1	1

NOTES:
 1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
 2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY PAY, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
 3. QUANTILES, MEDIANS, AND MEANS FOR STATE I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.
 PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION - BUTCHER, 6-10

SIBSIA	TWELVE LARGE COUNTIES	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUANTILES		WEIGHTED-AVERAGE HIGH-SALE MAX-RATE	WEIGHTED MEAN	VARIANCE
				Q1	Q3			
I	5	208	592.17	795.46	830.82	749.63	776.07	2160.
A	1	126	828.52	896.58	886.58	810.95	917.45	8.
B	1	68	886.58	886.58	914.32	886.58	914.32	3.
C	7	4	667.47	749.61	725.41	696.87	706.71	4879.
D	7	0	0.00	0.00	0.00	0.00	0.00	0.
II	6	0	0.00	0.00	0.00	0.00	0.00	0.
A	1	0	0.00	0.00	0.00	0.00	0.00	0.
B	2	0	0.00	0.00	0.00	0.00	0.00	0.
C	0	0	0.00	0.00	0.00	0.00	0.00	0.
D	3	0	0.00	0.00	0.00	0.00	0.00	0.
III	3	181	766.12	766.12	799.05	775.74	775.74	1.
STATE TOTAL BASED ON SAMPLE	8	389	705.00	790.35	825.29	754.17	776.01	1473.

BY-INDUSTRY

HINING	0	0						
CONSTRUCTION	0	0						
MANUFACTURING	2	204						
TRANSPORTATION-PUBLIC UTILITY	0	0						
WHOLESALE & RETAIL TRADE	6	185						
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0						
LOCAL GOVERNMENT	0	0						

BY-SIZE-DE-EIRM-DE-GOVERNMENT

4-9 EMPLOYEES	3	4						
10-19	0	0						
20-49	0	0						
50-99	0	0						
100-249	1	68						
250-499	1	136						
500-999	-2	51						
1000 & OVER	1	120						

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
 2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
 3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.
- PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

STATISTICAL ENGINEERING TECH. II, 6-10

SIBERIA	NO. OF FIRMS	NO. OF EMPLOYEES	INISQUARVILLE--RANGE Q1	Q3	WEIGHTED-AVERAGE WAGE-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	5	12	737.55	918.45	850.02	830.27	1751.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	2	3	900.00	912.50	850.00	850.00	2500.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	3	9	506.00	940.50	850.11	757.11	4438.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	1	1516.55	1516.55	1516.55	1516.55	*****
STATE TOTAL BASED ON SAMPLE	6	13	873.08	1022.51	965.99	949.67	*****

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	2	2
MANUFACTURING	0	0
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	1	2
	7	9

BY-SIZE-DE-EMP-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	2	3
100-249	0	0
250-499	4	10
500-999	0	0
1000 & OVER	0	0

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUARTIL Q1, MEDIAN, Q3 AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: EQUIPMENT MACHINIC II, 6-15

SIC311	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUANTILE RANGE		WEIGHTED-AVERAGE HIRE-SALE RATIO	WEIGHTED MEAN	VARIANCE
			D1	D5			
I TWELVE LARGE COUNTIES	31	219	866.97	981.29	858.03	872.66	4.
A FIRMS WITH 250+ EMPLOYEES	8	54	970.78	991.53	945.81	950.87	80.
B FIRMS WITH 50 TO 249	8	109	961.98	961.98	884.10	960.87	51.
C FIRMS WITH 4 TO 49	1	5	830.25	830.25	830.25	833.25	0.
D LOCAL GOVERNMENTS	14	51	813.35	907.55	854.60	875.59	191.
II SIX SMALL COUNTIES	5	7	588.67	730.70	565.86	652.14	3651.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	2	3	575.00	722.24	558.66	640.44	4282.
D LOCAL GOVERNMENTS	3	4	751.50	831.49	703.25	791.50	1027.
III MULTI-COUNTY FIRMS	3	13	897.85	981.05	952.25	952.25	175.
STATE TOTAL BASED ON SAMPLE	39	239	817.53	830.09	811.28	839.42	162.

BY-INDUSTRY

MINING	1	1
CONSTRUCTION	1	1
MANUFACTURING	10	72
TRANSPORTATION-PUBLIC UTILITY	5	30
WHOLESALE & RETAIL TRADE	5	80
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	17	55

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	2	7
20-49	1	1
50-99	12	48
100-249	7	84
250-499	8	74
500-999	-6	45
1000 & OVER	3	20

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
 2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
 3. QUANTILES, MEDIANS, AND MEANS FOR CIPATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.
- PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION: LISTED OCCUPATIONAL GROUPS, 6-10

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	INFERIORITY OF MEDIAN	RANGE OF	WEIGHTED-AVERAGE WAGE-RATE	WEIGHTED MEAN	VARIANCE		
I TWELVE LARGE COUNTIES	18	423	462.74	495.38	523.02	441.24	558.27	495.78	53.
A FIRMS WITH 250+ EMPLOYEES	12	760	483.59	528.65	540.79	478.85	592.36	527.24	8.
B FIRMS WITH 50 TO 249	1	8	443.72	462.79	490.53	389.99	525.19	463.66	220.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	5	55	469.72	514.79	589.32	516.68	577.02	518.98	89.
II SIX SMALL COUNTIES	2	16	476.66	476.66	511.33	467.99	558.99	493.99	60.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	2	16	476.66	476.66	511.33	467.99	558.99	493.99	60.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	20	439	466.09	490.88	520.20	447.68	558.44	495.35	34.

BY-INDUSTRY

MINING	0	0	0	0	0	0	0	0	0.
CONSTRUCTION	0	0	0	0	0	0	0	0	0.
MANUFACTURING	1	3	0	0	0	0	0	0	0.
TRANSPORTATION-PUBLIC UTILITY	0	0	0	0	0	0	0	0	0.
WHOLESALE & RETAIL TRADE	0	0	0	0	0	0	0	0	0.
FINANCE-INSURANCE-REAL ESTATE	9	0	0	0	0	0	0	0	0.
SERVICES	12	365	0	0	0	0	0	0	0.
LOCAL GOVERNMENT	7	31	0	0	0	0	0	0	0.

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0	0	0	0	0	0	0	0.
10-19	0	0	0	0	0	0	0	0	0.
20-49	0	0	0	0	0	0	0	0	0.
50-99	2	16	0	0	0	0	0	0	0.
100-249	3	17	0	0	0	0	0	0	0.
250-499	0	176	0	0	0	0	0	0	0.
500-999	5	231	0	0	0	0	0	0	0.
1000 & OVER	1	3	0	0	0	0	0	0	0.

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA SET EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIAN, AND MEANS FOR STATE I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

STATE	NO. OF EMPLOYEES	NO. OF EMPLOYEES	INTEQUIVARIABLE RANGE OF MEDIAN	WEIGHTED-AVERAGE HIGH-RATE PERCENTAGE	WEIGHTED MEAN	VARIANCE CEILING-MEAN	
I TWELVE LARGE COUNTIES	1A	2A	842.90	937.08	866.91	874.39	759.
A FIRMS WITH 250+ EMPLOYEES	8	19	880.53	967.02	864.72	883.74	1648.
B FIRMS WITH 50 TO 249	3	4	892.52	899.58	851.05	851.05	2139.
C FIRMS WITH 4 TO 49	1	0	900	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	5	5	877.93	984.91	932.40	932.40	914.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	16	28	842.90	937.08	866.91	874.39	759.

BY-INDUSTRY

MINING	0	0					
CONSTRUCTION	0	0					
MANUFACTURING	7	17					
TRANSPORTATION-PUBLIC UTILITY	0	0					
WHOLESALE & RETAIL TRADE	0	0					
FINANCE-INSURANCE-REAL ESTATE SERVICES	9	0					
LOCAL GOVERNMENT	4	6					
	5	5					

BY-SIZE-DE-TERM-OR-GOVERNMENT

4-9 EMPLOYEES	9	0					
10-19	0	0					
20-49	0	0					
50-99	2	2					
100-249	3	4					
250-499	3	4					
500-999	7	13					
1000 & OVER	1	5					

NOTES

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STATE I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: OFFSET PRESS OPERATOR I, 6-10

SUBIA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	QUARTILE--RANGE	Q3	WEIGHTED-AVERAGE HIRE-RATE	MAX-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	3	3	563.30	603.19	882.80	577.49	764.40	709.73	17961.
A FIRMS WITH 250+ EMPLOYEES	3	3	563.30	603.19	882.80	577.49	764.40	709.73	17961.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	2	758.00	758.00	758.00	645.00	870.00	758.00	0.
STATE TOTAL BASED ON SAMPLE	4	5	597.17	630.12	861.08	589.23	782.77	718.13	12255.

BY-INDUSTRY

MINING	0	0							
CONSTRUCTION	0	0							
MANUFACTURING	2	2							
TRANSPORTATION-PUBLIC UTILITY	1	2							
WHOLESALE & RETAIL TRADE	0	0							
FINANCE-INSURANCE-REAL ESTATE	0	0							
SERVICES	1	1							
LOCAL GOVERNMENT	0	0							

BY-SIZE-OF-EMP-OR-GOVERNMENT

4-9 EMPLOYEES	0	0							
10-19	0	0							
20-49	0	0							
50-99	0	0							
100-249	0	0							
250-499	0	0							
500-999	1	1							
1000 & OVER	1	2							

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A 40 HOUR WORK WEEK.
3. QUANTILES, MEANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: FIGHT CRAW ABOUT 7, 8-10

SIBIA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	MEDIAN	Q3	WEIGHTED-AVERAGE HIRE-BASIC	WEIGHTED MEAN	VARIANCE CE-1HE-MEAN
I TWELVE LARGE COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	9	1082.00	1082.00	1082.00	905.00	1260.00	0.
STATE TOTAL BASED ON SAMPLE	1	9	1082.00	1082.00	1082.00	905.00	1260.00	0.
BY-INDUSTRY								
MINING	0	0						
CONSTRUCTION	0	0						
MANUFACTURING	0	0						
TRANSPORTATION-PUBLIC UTILITY	1	9						
WHOLESALE & RETAIL TRADE	0	0						
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0						
LOCAL GOVERNMENT	0	0						
BY-SIZE-DE-FIRM-CB-GOVERNMENT								
4-9 EMPLOYEES	0	0						
10-19	0	0						
20-49	0	0						
50-99	0	0						
100-249	0	0						
250-499	0	0						
500-999	0	0						
1000 & OVER	1	0						

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: STATIONARY ENGINEER II, G-10

SIRATA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTEQUARTILE RANGE	Q3	WEIGHTED-AVERAGE HIPE-RATE	WEIGHTED MEAN	VARIANCE CE-IRE-MEAN
I TWELVE LARGE COUNTIES	21	68	677.49	897.68	951.26	805.01	838.32	1665.
A FIRMS WITH 250+ EMPLOYEES	16	60	764.39	866.65	951.58	826.47	864.51	215.
B FIRMS WITH 50 TO 249	3	6	500.00	934.25	936.25	792.67	819.67	5354.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	2	2	700.00	856.66	1013.32	781.66	856.66	24542.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	10	704.11	762.61	762.61	511.29	762.61	233.
STATE TOTAL BASED ON SAMPLE	22	78	682.12	874.19	918.44	753.91	836.07	1143.

BY-INDUSTRY

MINING	0	0						
CONSTRUCTION	0	0						
MANUFACTURING	12	47						
TRANSPORTATION-PUBLIC UTILITY	1	10						
WHOLESALE & RETAIL TRADE	0	0						
FINANCE-INSURANCE-REAL ESTATE	0	0						
SERVICES	5	18						
LOCAL GOVERNMENT	3	3						

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0						
10-19	0	0						
20-49	0	0						
50-99	0	0						
100-249	3	4						
250-499	17	30						
500-999	7	26						
1000 & OVER	2	16						

NOTES:

1. DATA FOR WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

SIBATA	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUANTILES--RANGE	WEIGHTED-AVERAGE WAGE-RATE	WEIGHTED-AVERAGE MAX-RATE	WEIGHTED MEAN	VARIANCE CEILING-MEAN
	Q1	MEDIAN	Q3				
I TWELVE LARGE COUNTIES	17	14	893.96	762.24	957.40	871.93	5048.
A FIRMS WITH 250+ EMPLOYEES	2	7	940.50	846.43	1032.57	843.43	8718.
B FIRMS WITH 50 TO 249	2	7	1200.00	966.67	1100.00	1100.00	10000.
C FIRMS WITH 4 TO 49	4	8	799.89	745.76	900.97	815.43	10194.
D LOCAL GOVERNMENTS	1	0	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	2	6	537.74	499.75	584.57	522.45	*****
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	1	1	440.00	363.64	440.00	440.00	*****
C FIRMS WITH 4 TO 49	1	4	514.22	514.22	600.00	531.25	186.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	71	1161.24	1161.24	1161.24	1161.24	0.
STATE TOTAL SASFD ON SAMPLE	13	54	822.54	762.88	906.22	839.38	*****

BY-INDUSTRY

MINING	0	0					
CONSTRUCTION	2	0					
MANUFACTURING	2	7					
TRANSPORTATION-PUBLIC UTILITY	0	0					
WHOLESALE & RETAIL TRADE	8	41					
FINANCE-INSURANCE-REAL ESTATE SERVICES	2	2					
LOCAL GOVERNMENT	1	4					

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	4	4					
10-19	2	5					
20-49	1	3					
50-99	2	2					
100-249	1	2					
250-499	1	6					
500-999	2	32					
1000 & OVER	0	0					

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION: GRADE 1:

SIC62A	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUANTILE RANGE	Q3	WEIGHTED-AVERAGE HIRE-RATE	MAX-RATE	WEIGHTED MEAN	VARIANCE CE-IRE-MEAN
I TWELVE LARGE COUNTIES	45	465	860.00	910.02	1105.80	899.99	1066.60	950.96	2495.
A FIRMS WITH 250+ EMPLOYEES	19	405	963.71	996.25	1060.78	994.24	1025.51	1008.82	30.
B FIRMS WITH 50 TO 249	14	36	950.99	970.65	1189.04	941.67	1042.37	1010.36	689.
C FIRMS WITH 4 TO 49	3	5	810.83	875.00	1100.00	868.66	1088.66	923.66	6152.
D LOCAL GOVERNMENTS	9	19	866.75	892.65	1012.15	878.92	985.60	920.97	422.
II SIX SMALL COUNTIES	2	3	813.20	868.18	883.16	719.91	883.16	848.18	*****
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	1	2	916.67	979.17	1041.67	750.00	1041.67	979.17	3906.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	1	1	681.67	681.67	681.67	681.67	681.67	681.67	*****
III MULTI-COUNTY FIRMS	4	27	1019.03	1052.11	1083.00	984.86	1142.76	1060.45	455.
STATE TOTAL BASED ON SAMPLE	51	495	872.23	916.80	1056.49	874.36	1039.07	944.75	*****

BY-INDUSTRY

MINING	1	6
CONSTRUCTION	3	12
MANUFACTURING	15	393
TRANSPORTATION-PUBLIC UTILITY	3	20
WHOLESALE & RETAIL TRADE	5	12
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	10	25
LOCAL GOVERNMENT	14	27

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	2	4
20-49	1	1
50-99	11	23
100-249	8	22
250-499	14	128
500-999	11	213
1000 & OVER	4	104

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
 2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
 3. QUANTILES, MEDIANS, AND MEANS FOR SPATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.
- PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

SIBIA	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUANTILE RANGE			WEIGHTED-AVERAGE	WEIGHTED MEAN	VARIANCE
			Q1	MEDIAN	Q3			
I TWELVE LARGE COUNTIES	25	79	818.28	864.33	913.58	796.08	870.30	158.
A FIRMS WITH 250+ EMPLOYEES	12	20	771.01	905.00	965.53	752.03	884.45	880.
B FIRMS WITH 50 TO 249	11	17	744.17	850.00	1030.50	741.74	859.10	2373.
C FIRMS WITH 4 TO 49	1	2	850.00	862.50	875.00	825.00	862.50	156.
D LOCAL GOVERNMENTS	2	7	737.00	818.00	830.75	713.00	791.67	1737.
II SIX SMALL COUNTIES	2	3	813.20	848.18	887.16	719.91	848.18	*****
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	1	2	918.67	979.17	1041.67	750.00	979.17	3906.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	1	1	681.67	681.67	681.67	681.67	681.67	*****
III MULTI-COUNTY FIRMS	4	12	902.08	1006.00	1177.08	891.10	1046.43	210.
STATE TOTAL BASED ON SAMPLE	32	53	828.78	880.79	943.61	793.39	890.00	*****

BY-INDUSTRY

MINING	1	3
CONSTRUCTION	2	2
MANUFACTURING	9	14
TRANSPORTATION-PUBLIC UTILITY	3	5
WHOLESALE & RETAIL TRADE	4	10
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	7	10
LOCAL GOVERNMENT	6	9

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	1	2
20-49	3	0
50-99	9	11
100-249	5	6
250-499	5	7
500-999	8	19
1000 & OVER	3	8

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: EMPLOYMENT, INTERVIEWER II, G-11

SIBSIA	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUANTILE RANGE		WEIGHTED AVERAGE HIPE RATE	WEIGHTED MEAN	VARIANCE
			Q1	Q3			
I TWELVE LARGE COUNTIES	3	5	910.00	1034.00	790.40	967.20	6212.
A FIRMS WITH 250+ EMPLOYEES	3	5	910.00	1034.00	790.40	967.20	6212.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	1	1062.00	1062.00	905.00	1082.00	*****
STATE TOTAL BASED ON SAMPLE	4	6	939.93	1042.35	810.34	987.17	*****

BY-INDUSTRY

MINING	1	3
CONSTRUCTION	0	0
MANUFACTURING	2	2
TRANSPORTATION-PUBLIC UTILITY	1	1
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	0	0
LOCAL GOVERNMENT	0	0

BY-SIZE-OF-EMPLOYEES

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	0	0
100-249	0	0
250-499	0	0
500-999	2	2
1000 & OVER	2	4

NOTES

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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3. QUANTILES, MEDIAN, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUARTILE RANGE	Q3	WEIGHTED-AVERAGE WAGE RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	3	9	725.00	1083.50	1083.50	826.63	831.00	8926.
A FIRMS WITH 250+ EMPLOYEES	7	9	725.30	1083.50	1083.50	826.63	831.00	8926.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	3	9	725.00	895.50	1083.50	826.63	1226.75	931.00

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BY-INDUSTRY

MINING	0	0	0.00	0.00	0.00	0.00	0.00	0.
CONSTRUCTION	0	0	0.00	0.00	0.00	0.00	0.00	0.
MANUFACTURING	3	8	0.00	0.00	0.00	0.00	0.00	0.
TRANSPORTATION-PUBLIC UTILITY	0	0	0.00	0.00	0.00	0.00	0.00	0.
WHOLESALE & RETAIL TRADE	0	0	0.00	0.00	0.00	0.00	0.00	0.
FINANCE-INSURANCE-REAL ESTATE	0	0	0.00	0.00	0.00	0.00	0.00	0.
SERVICES	0	0	0.00	0.00	0.00	0.00	0.00	0.
LOCAL GOVERNMENT	0	0	0.00	0.00	0.00	0.00	0.00	0.

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
10-19	0	0	0.00	0.00	0.00	0.00	0.00	0.
20-49	0	0	0.00	0.00	0.00	0.00	0.00	0.
50-99	0	0	0.00	0.00	0.00	0.00	0.00	0.
100-249	0	0	0.00	0.00	0.00	0.00	0.00	0.
250-499	1	1	0.00	0.00	0.00	0.00	0.00	0.
500-999	-2	7	0.00	0.00	0.00	0.00	0.00	0.
1000 & OVER	0	0	0.00	0.00	0.00	0.00	0.00	0.

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: INSPECTOR, CONST. II, 6-11

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUARTILE RANGE	Q3	WEIGHTED AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	3	5	1081.75	1083.36	1091.68	1468.18	1086.34	17.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	1	2	1100.00	1100.00	1100.00	1500.00	1100.00	0.
D LOCAL GOVERNMENTS	2	3	836.75	860.00	980.00	1041.00	903.00	3502.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	3	5	1081.75	1083.36	1091.68	1468.18	1086.34	17.

BY INDUSTRY

MINING	0	0						
CONSTRUCTION	0	0						
MANUFACTURING	0	0						
TRANSPORTATION-PUBLIC UTILITY	0	0						
WHOLESALE & RETAIL TRADE	0	0						
FINANCE-INSURANCE-REAL ESTATE	0	0						
SERVICES	1	2						
LOCAL GOVERNMENT	2	3						

BY SIZE OF FIRM OR GOVERNMENT

4-9 EMPLOYEES	0	0						
10-19	1	2						
20-49	0	0						
50-99	0	0						
100-249	1	2						
250-499	1	1						
500-999	0	0						
1000 & OVER	0	0						

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: MACHINERY, 6-11

SIBERIA P. 8 24 1 Right

	NO. OF FIRMS	NO. OF EMPLOYEES	INDEPENDABLE RANGE Q1 MEDIAN Q3	WEIGHTED AVERAGE WAGE RATE PAY RATE	WEIGHTED MEAN	VARIANCE CO-VE- MEAN
I TWELVE LARGE COUNTIES	16	102	788.66 794.86 797.67	791.29 800.30	799.93	*****
A FIRMS WITH 250+ EMPLOYEES	10	62	963.71 996.25 999.05	994.25 1000.69	998.13	54.
B FIRMS WITH 50 TO 249	3	6	941.98 970.65 970.65	946.10 992.32	992.32	635.
C FIRMS WITH 4 TO 49	1	1	693.32 693.32 693.32	693.72 693.32	693.32	*****
D LOCAL GOVERNMENTS	2	7	892.65 892.65 940.75	914.03 914.03	914.03	457.
II SIX SMALL COUNTIES	0	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES - 147	0	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
C FIRMS WITH 4 TO 49 - 637	0	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
D LOCAL GOVERNMENTS	3	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	16	102	788.66 794.86 797.67	791.28 800.30	799.93	*****

BY INDUSTRY

MINING	0	0				
CONSTRUCTION	0	0				
MANUFACTURING	12	95				
TRANSPORTATION-PUBLIC UTILITY	0	0				
WHOLESALE & RETAIL TRADE	1	2				
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0				
LOCAL GOVERNMENT	3	0				

BY SIZE OF FIRM OR GOVERNMENT

4-9 EMPLOYEES	0	0				
10-19	0	0				
20-49	1	1				
50-99	1	1				
100-249	2	5				
250-499	6	26				
500-999	5	34				
1000 & OVER	1	35				

NOTES

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STATE I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: MAINTENANCE CARPENTER, G-11

SIP31A	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUARTILE RANGE	Q3	WEIGHTED AVERAGE WISE-RATE PAY-RATE	WEIGHTED MEAN	VARIANCE CE-LINE-MEAN
I TWELVE LARGE COUNTIES	14	98	1069.28	1076.43	1166.77	1103.12	1104.90	43.
A FIRMS WITH 250+ EMPLOYEES	10	83	981.53	981.53	1180.38	1044.30	1048.83	157.
B FIRMS WITH 50 TO 249	1	10	1189.04	1189.04	1189.04	1189.04	1189.04	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	3	5	892.65	948.12	1042.76	963.79	963.79	1142.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	2	1183.84	1183.84	1183.84	1183.84	1183.84	0.
STATE TOTAL BASED ON SAMPLE	15	100	1089.21	1095.12	1169.74	1117.16	1119.36	29.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	1	10
MANUFACTURING	6	78
TRANSPORTATION-PUBLIC UTILITY	1	2
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	4	5
LOCAL GOVERNMENT	3	5

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	1	10
100-249	0	0
250-499	5	79
500-999	7	14
1000 & OVER	2	33

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY RATES ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: MAINTENANCE ELECTRICIAN, 6-11

SIBS	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUANTILE RANGE Q1	MEDIAN	Q3	WEIGHTED-AVERAGE HIRE-RATE	MAX-RATE	MIN-RATE	VARIANCE
I TWELVE LARGE COUNTIES	13	146	966.52	972.48	987.52	970.39	995.73	980.20	39.
A FIRMS WITH 250+ EMPLOYEES	9	135	963.71	963.71	996.25	997.68	1003.48	1000.41	50.
B FIRMS WITH 50 TO 249	2	7	970.65	970.65	970.65	955.79	980.55	960.50	103.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	2	4	959.80	1006.03	1023.45	941.38	1028.38	991.63	476.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	12	1052.11	1052.11	1052.11	1052.11	1052.11	1052.11	0.
STATE TOTAL BASED ON SAMPLE	14	158	981.41	966.34	998.76	984.61	1005.54	992.71	27.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	10	140
TRANSPORTATION-PUBLIC UTILITY	1	12
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	1	2
LOCAL GOVERNMENT	2	6

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	1	1
100-249	2	0
250-499	4	25
500-999	5	102
1000 & OVER	2	21

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION: MAINTENANCE PLUMBER, G-11

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	MINIMUM	Q1	INTEQUANILE--RANGE MEDIAN	Q2	WEIGHTED-AVERAGE HIRE-RATE PAY-RATE	WEIGHTED MEAN	VARIANCE CE-IHE-MEAN
I TWELVE LARGE COUNTIES	8	56	996.25	996.25	1100.30	1058.94	1067.60	1065.25	206.
A FIRMS WITH 25+ EMPLOYEES	0	0	996.25	996.25	1100.30	1058.94	1067.60	1065.25	206.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 25+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	8	56	996.25	996.25	1100.30	1058.94	1067.60	1065.25	206.

BY-INDUSTRY

MINING	0	0							
CONSTRUCTION	0	0							
MANUFACTURING	5	53							
TRANSPORTATION-PUBLIC UTILITY	0	0							
WHOLESALE & RETAIL TRADE	0	0							
FINANCE-INSURANCE-REAL ESTATE	0	0							
SERVICES	3	3							
LOCAL GOVERNMENT	0	0							

BY-SIZE-OF-EMPLOYEES

4-9 EMPLOYEES	0	0							
10-19	0	0							
20-49	0	0							
50-99	0	0							
100-249	0	0							
250-499	2	25							
500-999	5	24							
1000 & OVER	1	1							

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIAN, AND MEANS FOR STATE I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: SOCIAL WORKERS, G-11

SIPATA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTEQUANTILE RANGE	Q3	WEIGHTED HIRE RATE	AVERAGE HIRE RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	3	3	707.00	728.00	837.19	767.19	902.84	767.19	2895.
A FIRMS WITH 250+ EMPLOYEES	3	7	707.00	728.00	837.19	767.19	902.84	767.19	2895.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	3	3	707.00	728.00	837.19	767.19	902.84	767.19	2895.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	0	0
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	3	3
LOCAL GOVERNMENT	0	0

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	3	0
50-99	0	0
100-249	0	0
250-499	2	2
500-999	1	1
1000 & OVER	0	0

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR SIPATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: STATISTICIAN I, C-11

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	MEDIAN	RANGE	Q3	WEIGHTED AVERAGE HIRE RATE	MAX. RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	3	4	737.99	882.77	1062.69	1062.69	807.86	1048.30	898.39	*****
A FIRMS WITH 250+ EMPLOYEES	2	3	689.10	881.38	1120.35	1120.35	809.79	1002.13	902.13	27660.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	1	1	887.00	887.00	887.00	887.00	805.00	1189.00	887.00	*****
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	3	4	737.99	882.77	1062.69	1062.69	807.86	1048.30	898.39	*****

BY-INDUSTRY

MINING	0	0								
CONSTRUCTION	0	0								
MANUFACTURING	2	3								
TRANSPORTATION-PUBLIC UTILITY	0	0								
WHOLESALE & RETAIL TRADE	0	0								
FINANCE-INSURANCE-REAL ESTATE	0	0								
SERVICES	0	0								
LOCAL GOVERNMENT	1	1								

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0								
10-19	0	0								
20-49	0	0								
50-99	0	0								
100-249	0	0								
250-499	0	0								
500-999	1	2								
1000 & OVER	0	0								

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY DEVELOPED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIAN, AND MEAN FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: GRADE 12

SIRATA		NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUANTILE RANGE		WEIGHTED-AVERAGE WAGE-RATE	WEIGHTED MEAN	VARIANCE CE-1BE-MEAN	
I	II			Q1	Q3				
I TWELVE LARGE COUNTIES		41	904	823.72	1004.04	810.78	938.99	915.39	3017.
A	FIRMS WITH 250+ EMPLOYEES	22	777	731.45	840.00	702.12	827.69	785.16	12.
B	FIRMS WITH 50 TO 249	7	18	651.72	900.00	655.09	880.87	790.21	2323.
C	FIRMS WITH 4 TO 49	3	4	900.00	1087.50	887.50	993.75	993.75	7331.
D	LOCAL GOVERNMENTS	10	105	719.84	769.00	689.12	758.51	742.33	32.
II SIX SMALL COUNTIES		3	10	693.32	693.32	567.92	777.49	701.66	36.
A	FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B	FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C	FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D	LOCAL GOVERNMENTS	3	10	693.32	693.32	667.92	777.49	701.66	36.
III MULTI-COUNTY FIRMS		2	15	923.37	1081.00	860.44	1201.44	1030.04	1075.
STATE TOTAL BASED ON SAMPLE		46	929	810.47	847.75	789.01	941.71	887.54	1315.

BY-INDUSTRY

MINING	1	4
CONSTRUCTION	0	0
MANUFACTURING	12	17
TRANSPORTATION-PUBLIC UTILITY	1	13
WHOLESALE & RETAIL TRADE	5	9
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	13	769
LOCAL GOVERNMENT	14	117

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	1	1
20-49	1	3
50-99	7	17
100-249	9	28
250-499	16	450
500-999	11	412
1000 & OVER	3	18

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

MONTANA WAGE AND SALARY SURVEY

CLASSIFICATION: COMPUTER PROGRAMMER II, G-12

SIRATA	NO. OF FIRMS	NO. OF EMPLOYEES	MINIMUM	QUANTILE	MEDIAN	MAXIMUM	WEIGHTED-AVERAGE HIRE-RATE	WEIGHTED MEAN	VARIANCE
I TWELVE LARGE COUNTIES	11	17	946.72	916.99	947.38	715.57	970.37	915.72	*****
A FIRMS WITH 250+ EMPLOYEES	6	8	740.50	1172.50	1313.00	978.63	1311.79	1127.04	15230.
B FIRMS WITH 50 TO 249	3	7	662.50	750.00	809.12	607.14	900.00	790.12	3449.
C FIRMS WITH 4 TO 49	1	1	925.00	925.00	925.00	700.00	925.00	925.00	*****
D LOCAL GOVERNMENTS	1	1	650.00	650.00	650.00	525.00	900.00	650.00	*****
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	10	1081.00	1081.00	1081.00	905.00	1260.00	1081.00	0.
STATE TOTAL BASED ON SAMPLE	12	27	887.48	945.53	970.63	748.53	1020.76	946.48	*****

BY-INDUSTRY

MINING	1	3
CONSTRUCTION	0	0
MANUFACTURING	5	5
TRANSPORTATION-PUBLIC UTILITY	1	10
WHOLESALE & RETAIL TRADE	2	2
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	1	4
	2	3

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	1	1
50-99	1	4
100-249	2	3
250-499	5	5
500-999	1	1
1000 & OVER	2	17

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIAN, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: PROFESSIONAL NURSE I, C-12

SIBSIA	NO. OF FIRMS	NO. OF EMPLOYEES	INTERQUANTILE RANGE			WEIGHTED-AVERAGE WAGE	WEIGHTED MEAN	VARIANCE	
			Q1	Q3	Q3 - Q1				
I TWELVE LARGE COUNTIES	24	861	691.83	714.32	749.83	610.00	740.93	704.42	91.
A FIRMS WITH 250+ EMPLOYEES	13	752	731.45	776.52	840.00	694.12	813.63	774.98	5.
B FIRMS WITH 50 TO 249	1	7	551.72	651.72	651.72	519.99	677.72	636.62	391.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	10	102	713.84	756.90	769.00	687.40	753.75	743.80	30.
II SIX SMALL COUNTIES	3	10	693.32	693.32	693.32	667.92	777.49	701.66	36.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	3	10	693.32	693.32	693.32	667.92	777.49	701.66	36.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	27	871	692.19	709.27	729.40	623.93	749.72	703.76	54.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	2	2
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	12	757
LOCAL GOVERNMENT	13	112

BY-SIZE-CLASS-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	5	12
100-249	4	22
250-499	13	438
500-999	5	199
1000 & OVER	0	0

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STRATA I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: PURCHASING AGENT III, 6-12

SIPAI3	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	INTERQUARTILE RANGE	Q3	WEIGHTED AVERAGE HIRE RATE	MAX. RATE	WEIGHTED MEAN	VARIANCE CE-IVE-MEAN
I TWELVE LARGE COUNTIES	24	26	916.14	1159.82	1159.82	946.66	1077.08	1034.98	5713.
A FIRMS WITH 250+ EMPLOYEES	16	17	959.14	1064.25	1194.50	925.89	1221.82	1120.24	4473.
B FIRMS WITH 50 TO 249	4	4	970.83	1103.34	1182.50	975.42	1202.92	1076.67	4621.
C FIRMS WITH 4 TO 49	2	7	900.00	900.00	1162.50	950.00	1016.67	1016.67	13611.
D LOCAL GOVERNMENTS	2	2	799.00	866.50	934.00	858.50	980.50	866.50	4556.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	2	5	833.00	833.00	970.83	771.33	1084.33	928.13	7394.
STATE TOTAL BASED ON SAMPLE	26	31	901.67	935.96	1126.94	916.16	1078.34	1016.39	4122.

BY-INDUSTRY

MINING	1	1
CONSTRUCTION	0	0
MANUFACTURING	9	10
TRANSPORTATION-PUBLIC UTILITY	1	3
WHOLESALE & RETAIL TRADE	5	7
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	9	8
LOCAL GOVERNMENT	2	2

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	1	1
20-49	1	2
50-99	1	4
100-249	3	7
250-499	7	7
500-999	10	12
1000 & OVER	7	5

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
2. WAGE AND SALARY DATA ARE EXPRESSED AS MONTHLY RATES, ADJUSTED TO A BASIS OF A 40 HOUR WORK WEEK.
3. QUANTILES, MEDIANS, AND MEANS FOR STATE I AND II, AND THE STATE, ARE WEIGHTED IN ACCORDANCE WITH THE SAMPLING DESIGN.

PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: GRADE 17

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	INDEQUATE--RANGE	WEIGHTED-AVERAGE WAGE-RATE	WEIGHTED MEAN WAGE-RATE	VARIANCE
			Q1 MEDIAN Q3	MAX-MIN	MAX-MIN	CE-17E-MEAN
I TWELVE LARGE COUNTIES	14	47	1006.62 1021.76 1063.91	798.69 1000.22	1041.89	90.
A FIRMS WITH 25+ EMPLOYEES	5	25	930.78 970.78 999.00	972.57 1101.43	1019.05	1290.
R FIRMS WITH 50 TO 249	3	7	1110.75 1190.00 1337.50	973.14 1342.87	1214.71	1894.
C FIRMS WITH 4 TO 49	5	6	1000.00 1000.00 1000.00	700.00 1000.00	1000.00	0.
D LOCAL GOVERNMENTS	5	0	940.55 996.00 1105.50	947.12 1110.01	1034.23	2356.
II SIX SMALL COUNTIES	0	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
A FIRMS WITH 25+ EMPLOYEES	0	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
R FIRMS WITH 50 TO 249	0	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00 0.00 0.00	0.00 0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	3	1841.52 1841.52 1841.52	1841.52 1841.52	1841.52	0.
STATE TOTAL BASED ON SAMPLE	15	50	1151.98 1164.05 1199.20	980.13 1212.67	1181.61	61.

BY-INDUSTRY

MINING	0	0				
CONSTRUCTION	1	3				
MANUFACTURING	5	26				
TRANSPORTATION-PUBLIC UTILITY	1	1				
WHOLESALE & RETAIL TRADE	0	0				
FINANCE-INSURANCE-REAL ESTATE SERVICES	2	11				
LOCAL GOVERNMENT	5	9				

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0				
10-19	1	6				
20-49	0	0				
50-99	2	7				
100-249	3	7				
250-499	5	12				
500-999	3	22				
1000 & OVER	0	0				

NOTES:

1. DATA FROM WAGE AND SALARY SURVEY PERFORMED BY PERSONNEL DIVISION, DEPT. OF ADMINISTRATION, STATE OF MONTANA, AUGUST 1974.
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PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: ARCHITECT I, G-13

SUBAREA	NO. OF FIRMS	NO. OF EMPLOYEES	MINIMUM	QUANTILE	QUANTILE	QUANTILE	QUANTILE	QUANTILE	MAXIMUM	WEIGHTED-AVERAGE HIGH-RATE MAX-RATE	WEIGHTED-AVERAGE HIGH-RATE MAX-RATE	VARIANCE CEILING-BEAM
I TWELVE LARGE COUNTIES	1	6	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	700.00	1000.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	1	6	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	700.00	1000.00	1000.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	1	6	1000.00	1000.00	1000.00	1000.00	1000.00	1000.00	700.00	1000.00	1000.00	0.

BY INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	0	0
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	1	6
	0	0

BY SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	1	6
20-49	0	0
50-99	0	0
100-249	0	0
250-499	0	0
500-999	0	0
1000 & OVER	0	0

NOTES

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PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

CLASSIFICATION: CIVIL ENGINEERS, C-12

SYDNEY	NO. OF COUNTIES	NO. OF EMPLOYEES	Q1	INTEQUARTILE MEDIAN	Q2	WEIGHTED AVERAGE WAGE RATE	WEIGHTED MEAN	VARIANCE CELLS-READ
I TWELVE LARGE COUNTIES	12	23	1062.74	1181.47	1747.57	1017.72	1200.31	1530.
A FIRMS WITH 250+ EMPLOYEES	5	7	1074.75	1210.00	1477.75	1000.05	1242.48	1763.
B FIRMS WITH 50 TO 249	7	7	1110.75	1190.00	1337.50	877.14	1211.71	1894.
C FIRMS WITH 4 TO 49	3	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	2	6	1070.00	1100.00	1122.00	903.06	1082.22	1647.
II CITY SMALL COUNTIES	1	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	1	3	1341.52	1841.52	1841.52	1841.52	1841.52	0.
STATE TOTAL BASED ON SAMPLE	13	23	1198.23	1296.31	1433.48	1161.05	1313.21	1040.

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	1	2
MANUFACTURING	6	8
TRANSPORTATION-PUBLIC UTILITY	1	1
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE	0	0
SERVICES	1	5
LOCAL GOVERNMENT	4	6

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	1	0
50-99	1	7
100-249	2	2
250-499	5	10
500-999	2	4
1000 & OVER	0	0

NOTES:

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CLASSIFICATION: ELECTRICAL INSPECTOR, C-13

SIBSIA	NO. OF FIRMS	NO. OF EMPLOYEES	Q1	Q2	Q3	WEIGHTED-AVERAGE HIRE-LEAVE PAY-RATE	WEIGHTED MEAN	VARIANCE SE-IRE-MEAN
I TWELVE LARGE COUNTIES	2	12	946.89	946.89	946.89	946.89	946.89	*****
A FIRMS WITH 250+ EMPLOYEES	1	12	930.78	930.78	930.78	930.78	930.78	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	1	1	996.00	996.00	996.00	996.00	996.00	*****
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	2	13	946.89	946.89	946.89	946.89	946.89	*****

BY-INDUSTRY

MINING	0	0
CONSTRUCTION	0	0
MANUFACTURING	1	12
TRANSPORTATION-PUBLIC UTILITY	0	0
WHOLESALE & RETAIL TRADE	0	0
FINANCE-INSURANCE-REAL ESTATE SERVICES	0	0
LOCAL GOVERNMENT	1	1

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0
10-19	0	0
20-49	0	0
50-99	0	0
100-249	0	0
250-499	1	1
500-999	1	12
1000 & OVER	0	0

NOTES:

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CLASSIFICATION: PLUMBING TRADES, 3-3

SIC	NO. OF FIRMS	% OF EMPLOYEES	INTERQUANTILES--RANGE	WEIGHTED-AVERAGE	WEIGHTED	VARIANCE	
			Q1	Q3	MEAN	CE-INC-MEAN	
I TWELVE LARGE COUNTIES	7	8	910.33	976.21	916.47	923.27	167.
A FIRMS WITH 250+ EMPLOYEES	1	6	930.78	930.78	930.78	930.78	0.
B FIRMS WITH 50 TO 249	2	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	2	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	2	2	948.00	952.74	872.87	903.87	2743.
II SIX SMALL COUNTIES	0	0	0.00	0.00	0.00	0.00	0.
A FIRMS WITH 250+ EMPLOYEES	0	0	0.00	0.00	0.00	0.00	0.
B FIRMS WITH 50 TO 249	0	0	0.00	0.00	0.00	0.00	0.
C FIRMS WITH 4 TO 49	0	0	0.00	0.00	0.00	0.00	0.
D LOCAL GOVERNMENTS	0	0	0.00	0.00	0.00	0.00	0.
III MULTI-COUNTY FIRMS	0	0	0.00	0.00	0.00	0.00	0.
STATE TOTAL BASED ON SAMPLE	3	8	910.33	923.27	916.47	923.27	167.

BY-INDUSTRY

WINING	0	0					
CONSTRUCTION	0	0					
MANUFACTURING	1	5					
TRANSPORTATION-PUBLIC UTILITY	0	0					
WHOLESALE & RETAIL TRADE	0	0					
FINANCE-INSURANCE-REAL ESTATE	0	0					
SERVICES	2	0					
LOCAL GOVERNMENT	2	2					

BY-SIZE-OF-FIRM-OR-GOVERNMENT

4-9 EMPLOYEES	0	0					
10-19	0	0					
20-49	0	0					
50-99	0	0					
100-249	1	1					
250-499	1	1					
500-999	1	6					
1000 & OVER	0	0					

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- PREPARED BY THE BUREAU OF BUSINESS AND ECONOMIC RESEARCH, UNIVERSITY OF MONTANA, AUGUST 1974

SOCIOECONOMIC CONDITIONS AFFECTING
EMPLOYMENT AT MONTANA'S
STATE INSTITUTIONS

Prepared by the
Bureau of Business and Economic Research
School of Business Administration
University of Montana
Missoula, Montana

for the
Department of Administration
Personnel Division
October 1974

INTRODUCTION

This report is designed to identify and evaluate socioeconomic conditions affecting employment at Montana's state institutions and to make recommendations as to actions which might be taken to improve those conditions.

Six of the state institutions were studied, including the four largest. All are known to have employment problems; and, in addition, all are located in a six-county area of southwestern Montana--a fact which enables an analysis of the labor market of the area to be made. The institutions reviewed are:

<u>Institution</u>	<u>County</u>
Boulder River School and Hospital	Jefferson
Montana Children's Center	Madison
Galen State Hospital	Deer Lodge
Warm Springs State Hospital	Deer Lodge
Montana State Prison	Powell
Mountain View School	Lewis and Clark

Silver Bow County was included, as well, because its labor market supplies employees to three of the institutions.

The research methodology involved:

- 1) Gathering and analyzing data on the population and labor force in the six-county area.
- 2) Documenting relevant employment patterns and turnover at the six institutions.
- 3) Touring each of the six units to evaluate the general working conditions and to interview administrators, employees, local union leaders, and people in the local communities.

4) Evaluating the data and possible courses of action.

5) Preparing recommendations.

The data presented in this report were gathered from several different sources (including the six institutions, the Department of Institutions, the Personnel Division, and the Legislative Council) and pertain to the institutional employment situation at different times during the summer and early fall of 1974. Since the situation is constantly changing due to adjustments, hirings, and terminations, the data presented may not be strictly comparable with one another, but they do present an accurate picture of the overall situation as we found it.

OVERVIEW OF THE SIX-COUNTY LABOR MARKET AREA

Population

The estimated population for the six-county area in 1973 is 112,600, an increase of 4.4 percent over the 1970 census figure of 107,826. As table 1 indicates, the six-county area gained population from 1950 to 1960, but at a much lower rate than the state. The area lost population from 1960 to 1970, while the state, as a whole, made small gains. However, the estimates for the years since 1970 indicate that the six-county area is now gaining population faster than the state.

Jefferson and Lewis and Clark Counties were the only counties with increases in the decade of the sixties; their growth was concentrated in and around Helena and in nearby residential areas in the northern part of Jefferson County. Silver Bow and Deer Lodge Counties, heavily dependent on mining activity, lost population, as did rural Madison and Deer Lodge. Table 2 examines the components of population change from 1960 to 1970. Deer Lodge, Powell and Silver Bow Counties had substantial rates of net outmigration.

Bureau of the Census estimates indicate that since 1970 all of the six counties, even Silver Bow, have made at least small gains while Jefferson, Lewis and Clark, and Madison have experienced rapid growth in population.

Labor Force and Employment

The most dramatic development in the area's labor force since 1950 has been the large increase in women workers and the corresponding

Table 1

Total Resident Population in Montana
and the Six-County Area
1950, 1960, and 1970-73

	<u>1950</u>	<u>1960</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	Percent Change		
							<u>1950-60</u>	<u>1960-70</u>	<u>1970-73</u>
Montana	591,024	674,767	694,409	710,000	716,000	721,000	14.2	2.9	3.8
Six counties	105,828	109,610	107,826	110,300	111,500	112,600	3.6	- 1.6	4.4
Deer Lodge	16,553	18,640	15,652	15,800	15,900	15,800	12.6	-16.0	0.9
Anaconda	11,254	12,054	9,771	NA	NA	NA	7.1	-18.9	NA
Jefferson	4,014	4,297	5,238	5,500	6,200	6,700	7.1	21.9	27.9
Boulder	1,017	1,394	1,342	NA	NA	NA	37.1	- 3.7	NA
Lewis and Clark	24,540	28,006	33,281	34,200	34,800	35,500	14.1	18.8	6.7
Helena	17,581	20,227	22,730	NA	NA	NA	15.1	12.4	NA
Madison	5,998	5,211	5,014	5,200	5,600	5,600	-13.1	- 3.8	11.7
Twin Bridges	497	509	613	NA	NA	NA	2.4	20.4	NA
Powell	6,301	7,002	6,660	6,700	6,900	6,800	11.1	- 4.9	2.1
Deer Lodge (city)	3,779	4,681	4,306	NA	NA	NA	23.9	- 8.0	NA

Table 1 - continued

Total Resident Population in Montana
and the Six-County Area
1950, 1960, and 1970-73

	<u>1950</u>	<u>1960</u>	<u>1970</u>	<u>1971</u>	<u>1972</u>	<u>1973</u>	Percent Change		
							<u>1950-60</u>	<u>1960-70</u>	<u>1970-73</u>
Silver Bow	48,422	46,454	41,981	42,900	42,100	42,200	- 4.1	- 9.6	0.5
Butte	33,251	27,877	23,368	NA	NA	NA	-16.2	-16.2	NA

Sources: U.S. Department of Commerce, Bureau of the Census, U.S. Census of Population: 1950, Number of Inhabitants, Montana, P-A26 (Washington, D.C.: U.S. Government Printing Office, 1951), table 5, p. 26-8, table 7, p. 26-16; idem, U.S. Census of Population: 1970, Number of Inhabitants, Montana, PC(1)-A28 (Washington, D.C.: U.S. Government Printing Office, 1970), table 10, pp. 28-13 and 28-15; idem, "Estimates of the Population of Montana Counties, July 1, 1971 and July 1, 1972," Current Population Reports, Series P-26, no. 19 (Washington, D.C., 1973) pp. 2 and 3, and idem, "Estimates of the Population of Montana Counties and Metropolitan Areas: July 1, 1972 and July 1, 1973," Current Population Reports, Series P-26, no. 53 (Washington, D.C., 1974) table 1, pp. 3 and 4.

Notes: The data for 1950, 1960, and 1970 are complete census counts as of April 1, while the data for 1971, 1972, and 1973 are estimates as of July 1; the 1973 estimates are provisional. NA denotes that intercensal population estimates are not available for cities and towns.

Table 2

Components of Population Change
Montana and Six-County Area
1960 and 1970

	Population		Change		Components of Change			
	1960	1970	Number	Percent	Births	Deaths	Net Migration Number	Percent
Montana	674,767	694,409	19,642	2.9	143,812	66,017	-58,153	- 8.6
Deer Lodge	18,640	15,652	-2,988	-16.0	2,796	1,701	- 4,083	-21.9
Jefferson	4,297	5,238	941	21.9	631	450	760	17.7
Lewis and Clark	28,006	33,281	5,275	18.8	6,759	3,180	1,696	6.1
Madison	5,211	5,014	- 197	- 3.8	695	667	- 225	- 4.3
Powell	7,002	6,660	- 342	- 4.9	1,333	737	- 938	-13.4
Silver Bow	46,454	41,981	-4,473	- 9.6	9,463	6,166	- 7,770	-16.7

Source: U.S. Department of Commerce, Bureau of the Census, 1970 Census of Population and Housing, General Demographic Trends for Metropolitan Areas, 1960 to 1970, Montana, PHC(2)-28 (Washington, D.C.: U.S. Government Printing Office, 1971), table 3, pp. 28-10 and 28-11.

decline in male workers, many of which apparently left the area (table 3). The number of women in the work force rose more than 50 percent, from 10,400 to nearly 15,800, while the number of men was declining from 32,300 to 26,300 (table 3). As a result, the total labor force in the six-county area was just slightly smaller in 1970 than in 1950.

Since 1970, the trend toward fewer workers apparently has been reversed. The Employment Security Division data presented in table 4 show an increase in the civilian labor force and employment in the six-county area and a gradual decrease in unemployment from 1971 to 1973.

Employment in the six-county area has increased in recent years in the areas of state and local government, mining, construction, trade, finance, insurance, real estate, and services. Employment has decreased in agriculture and in the transportation-communication-public utilities group.¹

The recent trend for the six-county area, then, is one of steady growth in population, labor force, and employment, with most of the expansion occurring in and around Helena. The growing female labor force available in the area is an encouraging factor for the institutions because many of the positions they offer can be filled by women.

¹U.S. Department of Commerce, Social and Economic Statistics Administration, Bureau of Economic Analysis, Regional Economics Information System, unpublished data for 1967-1972.

Table 3

Employment Status of Population, by Sex, in Six-County Area
1950, 1960, and 1970

	1950		1960		1970	
	Male	Female	Total	Male	Female	Total
Persons of labor force age	41,625	38,322	79,947	38,508	38,612	77,120
In labor force	32,383	10,365	42,748	28,220	13,264	41,484
Percent of total	77.8	27.0	53.5	73.3	34.4	53.8
In civilian labor force	32,314	10,363	42,677	28,155	13,264	41,419
Employed	31,033	9,918	40,951	26,526	12,250	38,776
Unemployed	1,281	445	1,726	1,629	1,014	2,643
Percent of total civilian labor force	4.0	4.3	4.0	5.8	7.6	6.4
Not in labor force	9,242	27,957	37,199	10,288	25,348	35,636
Inmates of Institutions	2,227	1,360	3,587	2,073	1,334	3,407
				1,803	1,463	3,266
				9,775	22,331	32,106
				4.8	7.0	5.6
				26,314	15,782	42,096
				25,055	14,674	39,729
				1,259	1,108	2,367
				26,389	15,789	42,178
				73.0	41.4	56.8
				36,164	38,120	74,284

Sources: U.S. Department of Commerce, Bureau of the Census, U.S. Census of Population: 1950 General Characteristics, Montana, P-826 (Washington, D.C.: U.S. Government Printing Office, 1952), table 43, pp. 26-64, 26-65, 26-66, 26-67, and 26-68; *idem*, U.S. Census of Population, 1960, General Social and Economic Characteristics, Montana, PC(1)-28C (Washington, D.C.: U.S. Government Printing Office, 1961), table 83, pp. 28-136, 28-137, 28-138, 28-139; and *idem*, U.S. Census of Population: 1970, Characteristics of the Population, Montana, vol. 1, pt. 28 (Washington, D.C.: U.S. Government Printing Office, 1973), table 121, pp. 28-206, 28-207; 28-208, 28-209, and 28-210.

^aCensus data for 1950 and 1960 on employment status related to persons fourteen years old and over, while the 1970 census data related to persons sixteen years old and over, with only limited detail available for fourteen- and fifteen-year-olds. The Bureau of the Census made this change so as to conform to the official measurement of the labor force as revised in 1967. Thus, in the very strictest sense, the data for 1950 and 1960 are not exactly comparable with the 1970 data.

Note: These figures are as of April 1, of each year.

Table 4

Civilian Labor Force Estimates in the Six-County Area
1971-1973

	<u>1971</u>	<u>1972</u>	<u>1973</u>
Civilian Labor Force	43,800	45,300	47,490
Employed	40,630	42,580	42,980
Unemployed	3,170	2,720	2,640
Percent of labor force	7.2	6.0	5.6
State Unemployment Rate (percent)	6.3	6.2	6.3

Source: Montana Department of Labor and Industry, Employment Security Division, unpublished data.

Note: These estimates are annual averages of the number of persons sixteen years of age and over and defined as employed or unemployed, excluding members of the armed forces.

SURVEY FINDINGS BY INSTITUTION

Boulder River School and Hospital, Boulder

Employment Situation

Of the six institutions covered by this study, Boulder River School and Hospital (BRSH) has the most acute employment problem. In 1973, BRSH experienced 488 terminations in its 446 positions for an overall turnover rate of 109 percent, with some classifications (occupations) as high as 800 percent. Table 5 contains the classifications with highest turnover rates.² Those classifications are predominately direct-care positions with low salaries. The Attendant Counselor I classification alone accounts for 309 terminations out of 103 positions. Employees in this classification have direct patient care responsibilities and a starting salary of \$428 per month. The turnover in Attendant Counselor I is particularly high among very new employees. Based on a fiscal 1973 study, BRSH estimates that 60 percent of the Attendant Counselors quit within the first six weeks of employment (a period which includes a two-week training session).

The number of vacant positions runs high also. For example, as of September 30, 1974, there were 52 position vacancies at BRSH with 11 of the vacancies in the Attendant Counselor area. Vacancies fluctuate with the season and with recruiting efforts, often running as high as 100.

²Classifications with turnover rates greater than 50 percent are included in table 5 through 10, except for classifications with one position and one termination, part-time positions and positions with negotiated salaries.

Table 5

High Turnover Classifications
Boulder River School and Hospital
1973

Current Classification	Total Termin- ations ¹	Total in Class	Percent of Turnover	Current Salary ²		Reclassified Job Title ³	Grade	Proposed Salary ⁴	
				Minimum	Maximum			Step 1	Step 8
Activity Aide III	3	2	150	520	632	Recreation Aide	7	521	685
Attendant Counselor I	309	103	300	428	520	Mental Retarda- tion Aide	7	521	685
Clerk Typist I	4	1	400	412	500	Clerk Typist I	4	395	519
Custodians	35	15	233	412	500	Custodial Worker I	5	433	570
Food Service Worker I	26	22	118	412	500	Food Service Worker II	6	475	625
Food Service Worker II	2	2	100	444	541	Food Service Worker III	7	521	685
Groundsman	3	1	300	428	520	Groundskeeper I	6	475	625
Laundry Worker I	8	1	800	412	500	Laundry Worker II	6	475	625
Laundry Worker II	16	10	160	444	541	Laundry Worker III	7	521	685
Licensed Prac- tical Nurse I	6	3	200	480	584	Licensed Practical Nurse I	9	627	825

Table 5 - continued

High Turnover Classifications
Boulder River School and Hospital
1973

<u>Current Classification</u>	<u>Total Terminations</u>	<u>Total in Class</u>	<u>Percent of Turnover</u>	<u>Current Minimum</u>	<u>Current Salary² Maximum</u>	<u>Reclassified Job Title³</u>	<u>Grade</u>	<u>Step 1</u>	<u>Proposed Salary⁴ Step 8</u>
Speech Therapist	2	1	200	686	838	Speech and Hearing Clinician	12	828	1,089
Medical Secretary	2	2	100	500	608	Steno Medical I	7	521	685
Voluntary Services Coordinator	2	1	200	500	608	(Not yet classified)			
Physical Therapy Aide	3	4	75	428	520	Physical Therapist Technician I	8	572	752
Radiologic Technician	3	1	300	608	743	Radiological Technician I	9	627	825
Ward Clerk	2	1	200	412	500	Ward Clerk	7	521	685
All Classes	488	446	109						

¹Turnover data from unpublished Department of Institutions sources.

²Salary data from unpublished Department of Institutions, "Compensation & Classification Plan," effective 7/1/74.

³Reclassified Job Titles from Department of Administration, Personnel Division, Classification Manual, Volume 1: Statewide Inventory.

⁴Proposed salaries from salary schedule recommended by the Department of Administration, October 15, 1974.

Absenteeism, particularly among the direct-care employees, aggravates the staffing problems. Under fully staffed conditions the patient-attendant ratio should be about 10 to 1. However, due to absenteeism the ratio often jumps to 30 or 40 to 1 on some wards. Absenteeism also necessitates shifting employees among work areas from shift to shift to provide minimum coverage on all patient wards. Historically, absenteeism has been highest among the low-paid classifications. Management policy towards absenteeism has apparently been lenient, based on the assumption that it is better to have an unreliable employee than a vacant position.

The authorized staffing for BRSB was increased from 446 to 519 positions during 1974 (plus 30 federally funded positions). An additional 243 positions have been requested in the governor's proposed Institutional Program (to bring the institution up to national standards for direct care, projecting 350 patients). These additional positions will be very difficult to fill under present pay levels and conditions.

The current patient population is about 420 (plus 100 on temporary placement in nursing homes). However, if transfers to community-based programs are eventually effected the population should drop to about 350.

Socioeconomic Factors

Working Conditions. For the majority of employees at BRSB, the working conditions should be termed "poor" if measured by current conditions found in the private sector in Montana. Many of the buildings are antiquated and in a poor state of repair. Direct care personnel are responsible for caring for unruly and often violent patients; employee injuries are common. All of the patients are mentally retarded to some degree, some to the extent of being totally helpless. Caring for large

numbers of such patients in substandard facilities is an emotionally draining job. Job duties are not clearly defined, and, due to absenteeism in the support areas such as housekeeping and food service, Attendant Counselors, often must assume those duties to maintain at least a basic level of sanitation for the patients. Working double shifts is frequently necessary to make up for absent employees in the direct care area. These overworked employees then become physically tired and emotionally drained to the point where the salary is not worth the demands upon them, so they quit.

Salary. Inadequate pay is a unanimous complaint. Starting salaries, particularly in direct-care areas, are apparently high enough to attract some employees on a trial basis but are not high enough to keep them when they discover the exact nature of the job and the working conditions. Studies by the Personnel Office at BRSB show that most employees hired for direct care positions are from 18 to 22 years old and look on their jobs at the institution as a stopgap until they can find better positions.

Housing and transportation problems are often cited by employees as causes of the high turnover rates. However, a more thorough questioning of the employee usually reveals that he considers his salary insufficient to purchase the housing and transportation services he needs.

Housing and Services. Housing and services in the town of Boulder are limited. Rental housing for families is inadequate, and employees complain that the rates are too high for the quality of housing available. Local bankers say that the rates are comparable with other areas in Montana but, even so, rents are high in comparison with the starting monthly salary of \$428 (before deductions) for an Attendant Counselor I.

The 1970 Census reported a population of 1,342 in Boulder; approximately 717 were inmates of the school. This leaves a town of 625

persons, with about 300 employed by BRSH. Stores and services available to residents in Boulder are obviously not sufficient to support the entire work force of BRSH even before the proposed increase of 243 positions. Many BRSH employees must live in neighboring towns and commute. The following is a breakdown of employees' places of residence as of August 31, 1974, as determined by the BRSH personnel office.

	<u>Number of Employees</u>
Boulder	323
Whitehall	25
Butte	56
Helena	54
Other	<u>65</u>
	523

BRSH currently has on-grounds housing for sixteen employees; accommodations range from one-bedroom apartments to houses with rents from \$12.50 to \$60 per month. No rent is charged for the houses occupied by the superintendent, his assistant, and the maintenance superintendent. The policy for determining which employees live on-grounds is apparently to house first the emergency personnel (doctors, nurses, and maintenance staff on call around the clock); any extra housing is used as a recruitment incentive.

Transportation. Approximately 38 percent of the work force at BRSH currently commutes to work, many traveling substantial distances.

<u>Round-Trip Distance to Boulder from:</u>	<u>Miles</u>	<u>Number of Employees</u>
Helena	56	54
Butte	72	56
Whitehall	68	25
Basin	18	(not determined)

There is currently no form of public transportation which serves the commuting employees of BRSH.

The results of a BRSH busing questionnaire distributed to 450 employees in June 1974, indicate the following (based on 242 responses, 89 from commuters):

- 1) All of the commuting respondents drive their own vehicle or ride in a car pool.
- 2) Busing is preferred to the present method of transportation by 84 percent of the commuting respondents.
- 3) Eighty-three percent of the commuting respondents would be willing to pay part of the cost of a bus system.
- 4) Commuting respondents worked on more than six different shift schedules.

Busing is not a new idea. In the fall of 1970, three buses were purchased and run to Helena, Whitehall, and Butte under a Public Service Careers Grant from the federal government. Service continued for 18 months. During that time, the buses were well-used but the school administration observed no decrease in absenteeism or turnover. According to a top administrator at BRSH, service was discontinued because of funding problems, legal complications with common carriers in the region, and employee abuse of the system (damage to buses and requiring drivers to make "beer stops" along the way, for example).

Cultural and Recreational Facilities. Like many other small Montana communities, Boulder has an abundance of wide open space in which to pursue outdoor sports and hobbies, but little in the way of cultural or recreational facilities in town--only a few bars, a bowling alley, and a small theatre. Therefore BRSH employees generally go to Helena and Butte for leisure-time activities. Transportation problems often raise the cost of obtaining those services beyond the financial means of the lower-paid BRSH workers, however.

Montana State Prison, Deer Lodge

Employment Situation

The Montana State Prison currently has 218 staff positions and is responsible for maintaining 328 inmates. During calendar year 1973, the prison experienced a 50 percent turnover in personnel. Table 6 lists the seven classifications which contributed the most to the overall turnover rate. Of particular importance are Clerk Typist II and Correctional Officer, which combined, accounted for 68 terminations in 96 positions. According to prison administrators, turnover increased from 51 terminations in FY 72 to 111 in FY 73. They attribute the increase to shrinking real incomes (due to rising inflation) and to uncertainty about changing administrative policies which particularly affect the Correctional Officers. (Recently, major changes in case law concerning penal institutions have been incorporated in the administrative policies of the prison.)

The prison administration surveyed the 111 terminations in FY 73 and tabulated the following reasons given as cause of termination:

<u>Cause</u>	<u>Percent</u>
Salary too low	40
Family problems	30
Dissatisfaction with management	10
Lack of housing	10
Employee did not meet probationary criteria	10

Table 6

High Turnover Classifications
Montana State Prison
1973

Current Classification	Total Terminations	Total in Class	Percent of Turnover	Current Salary ²		Reclassified Job Title ³	Grade	Proposed Salary ⁴	
				Minimum	Maximum			Step 1	Step 2
Clerk Typist II	15	3	500	444	541	Clerk Typist II	5	433	570
Correctional Officer	53	93	57	562	686	Correctional Officer	8	572	752
Dairy Herdsmen	3	1	300	608	743	Farm Ranchhand	8	572	752
Food Service Manager	8	6	133	584	713	Food Service Manager I	11	755	909
I.D. Supervisor	3	1	300	658	804	(Not determined)			
Licensed Practical Nurse III	3	1	300	562	686	Licensed Practical Nurse III	11	755	993
Social Worker I	5	1	500	686	838	Social Worker I	11	755	993
Warehouseman I	2	1	200	562	686	Warehouse Worker I	6	475	625
All Classes	107	216	50						

¹ Turnover data from unpublished Department of Institutions sources.

² Salary data from unpublished Department of Institutions, "Compensation & Classification Plan," effective 7/1/74.

³ Reclassified Job Titles from Department of Administration, Personnel Division, Classification Manual, Volume 1: Statewide Inventory.

⁴ Proposed salaries from salary schedule recommended by the Department of Administration, October 15, 1974.

Absenteeism, according to prison administrators, is a problem and is prevalent in the security area.

Position vacancies are not a major problem for the prison, but like BRSB, it has a serious problem in retaining personnel once they are hired. This problem is pronounced in the direct-care areas. An analysis of the length of service, which was made November 16, 1973, revealed that 50 percent of the employees in the security and classification-treatment areas had been employed at the prison less than two years. The comparable figure was 21 percent for the business management area.

Socioeconomic Factors

Working Conditions. Most of the buildings in the prison complex are many decades old and for years have been patched rather than repaired.

Direct-care personnel work in an environment of potential physical danger. The balance of control over the inmate population is a delicate one. The staff working in the prisoner areas live with the fact that, should they be seized in a disturbance, there is no way in which their safety, or lives, can be assured. There is thus a high level of emotional strain involved in working with the inmates. Interviews with employees indicated that the strain of their jobs often affect their other interpersonal relationships. This might explain why 30 percent of the terminating employees cited family problems as the cause of their quitting.

Salary. Prison employees also believe they are underpaid for the work they do and the risk they take. Deer Lodge is within the labor market area of Anaconda and Butte and, hence, the prison and the other two institutions in the area, Galen and Warm Springs, are competing with

large mining and manufacturing firms for employees. Generally the large firms in Butte and Anaconda pay at least \$100 to \$200 a month more for unskilled labor than the institutions can pay for the lower grades. For example, according to the Employment Service Division office in Anaconda, the starting pay rate for unskilled workers in the smelter is from \$750 to \$780 a month. As a consequence, the turnover rates fluctuate inversely with the employment trends in the private sector. When the mines and the smelter are hiring employees in any substantial numbers, employees tend to be attracted away from the institutions by the higher pay and the usually more pleasant working conditions. Conversely, when the private sector is laying off workers or is shut down by strikes, the institutions have no problem in filling positions.

Housing and Services. Housing for prison employees in Deer Lodge is limited. Most of the housing units are very old structures. According to the 1970 Census, 67 percent of the housing units in Deer Lodge were built before 1940. Employees reported having to pay high rents for poor quality housing--when it could be found. A forty-one-house development is in the planning stages by local developers, with construction expected to start next spring. This may ease the housing situation to some extent although the effect on low-paid institutional employees may be minimal for some time.

The Montana State Prison maintains thirty housing units for the use of its employees. They are located on the prison grounds and in the surrounding area. The housing off the grounds is allocated to high-ranking administrators and several correctional officers who rotate being on on-call duty for emergencies.

Deer Lodge is a city large enough to provide the basic necessities for itself and the surrounding farm community. However, for specialized services or products, residents must travel to Butte, Anaconda, Helena, or Missoula.

Transportation. Approximately 16 of the 218 employees at the prison live substantial distances from their work. Eight live in Butte and 8 live in Anaconda.

<u>Round-Trip Distance to Deer Lodge from:</u>	<u>Miles</u>	<u>Number of Employees</u>
Butte	74	8
Anaconda	42	8

The 16 commuters work on five different shifts and have arranged car pools to their convenience. Transportation does not appear to be a serious problem at the prison.

Cultural and Recreational Facilities. Deer Lodge is basically a farm community serving the prison and the rural population in the Deer Lodge Valley. As such, Deer Lodge is large enough to foster some basic social and recreational outlets through its churches, community organizations, and private firms. The recreational facilities are largely outdoor-oriented, as is the case in most rural communities.

Galen State Hospital, Galen

Employment Situation

In 1973, Galen State Hospital (GSH) had 168 terminations in its 231 positions, for an average turnover rate of 73 percent. Laundry and food service workers account for 74 terminations, and the direct care classifications of Attendant Counselor, Custodial Worker, Licensed Practical Nurse, and Nurse Aide account for 66 (table 7).

Vacancies are a continuing problem for GSH, particularly in its food service area. The personnel office keeps a standing order for food service workers with the Anaconda employment office, but is unable to keep the positions filled at the current salary levels.

The pattern of absenteeism in the low-paying positions is evident here, as at the other large institutions surveyed.

GSH currently cares for 290 patients in four different programs: chest diseases, alcoholism, geriatrics, and mental retardation.

Socioeconomic Factors

Working Conditions. Galen State Hospital has the best overall facilities of the four large institutions covered in this report. The buildings are clean, well maintained, and relatively new. Patients are not crowded, with two or three patients per room. The overall atmosphere is comparable to private hospitals in the state. The hospital schedules three major shifts plus a number of other shifts during the day.

Salary. Administrators at GSH attributed their turnover and vacancy problems to the low salaries offered for many positions in the

Table 7

High Turnover Classifications
Galen State Hospital
1973

Current Classification	Total Terminations ¹	Total in Class	Percent of Turnover	Current Salary ²		Reclassified Job Title ³	Grade	Proposed Salary ⁴	
				Minimum	Maximum			Step 1	Step 8
Attendant Counselor I	10	13	77	428	520	Nurses Aide I	7	521	685
Custodial Worker I	14	25	56	412	500	Custodial Worker I	5	433	570
Food Service Worker I	52	14	371	412	500	Food Service Worker II	6	475	625
Food Service Worker II	17	13	131	444	541	Food Service Worker III	7	521	685
Laundry Worker I	5	5	100	412	500	Laundry Worker II	6	475	625
Licensed Practical Nurse I	18	26	69	480	584	Licensed Practical Nurse I	9	627	825
Nurse Aide I	24	37	65	428	520	Nurses Aide I	7	521	685
All Classes	168	231	73						

¹ Turnover data from unpublished Department of Institutions sources.

² Salary data from unpublished Department of Institutions, "Compensation & Classification Plan," effective 7/1/74.

³ Reclassified Job Titles from Department of Administration, Personnel Division, Classification Manual, Volume I: Statewide Inventory.

⁴ Proposed salaries from salary schedule recommended by the Department of Administration, October 15, 1974.

face of strong competition with The Anaconda Company for employees. Several of the employees interviewed, particularly in the food service area, said they could do as well, in terms of take-home pay, by going on unemployment or welfare.

Housing and Services. Only a few private mobile homes are available as housing in the immediate vicinity of GSH. Consequently, most employees commute from nearby communities. The following is a June 1974, estimate of the commuters from major communities:

	<u>Number of Employees</u>
Butte	10
Anaconda	110
Deer Lodge	50

GSH has 46 housing units on the grounds for employee use. One-bedroom apartments rent for \$25 per month including utilities and maid service. Top-level administrators and medical staff have preference for housing in order that they may be on hand in case of emergency; remaining units are allocated on the basis of a waiting list.

Transportation. Transportation costs are important to most of Galen's employees since nearly 80 percent of them commute to work.

<u>Round-Trip Distance to Galen from:</u>	<u>Miles</u>	<u>Number of Employees</u>
Butte	50	10
Anaconda	30	110
Deer Lodge	28	50

Car pools are being used by some employees; however, many live in the rural fringe areas around their cities and find that car pools are inconvenient.

Cultural and Recreational Facilities. Galen State Hospital

employees are totally reliant upon the communities in the surrounding area (Anaconda, Deer Lodge, and Butte) for cultural and recreational facilities. GSH is located in a farming area with no development, to speak of, nearby.

Warm Springs State Hospital, Warm Springs

Employment Situation

In terms of sheer numbers, Warm Springs State Hospital (WSSH) had the highest number of terminations in 1973--566 out of 708 positions, for an overall rate of 80 percent. Psychiatric Aide I leads the list (table 8) with 347 terminations out of 194 positions. The highest turnover rate for a classification was Clerk Typist I, with 500 percent.

Absenteeism is critical in the high turnover areas and, as at Boulder, often results in patient-attendant ratios so high that the patients receive only minimal care and supervision.

The number of positions for WSSH has been increased from 708 in 1973 to 817 currently. An additional 131 positions have been included in the institution's budget request. However, the chance of filling these added positions is very small given current salary levels and market conditions. As of October 10, 1974, WSSH had 102 vacancies, all in the direct-care area.

<u>Classification</u>	<u>Number of Positions</u>	<u>Number of Vacancies</u>	<u>Vacancy Rate</u>
Registered Nurse	48	6	12.5%
Licensed Practical Nurse	93	14	15.1
Psychiatric Aide	358	82	22.9

WSSH currently has about 965 patients.

Socioeconomic Factors

Working Conditions. The majority of the employees at WSSH are working in poor facilities. Most of the buildings are old and run-down.

Table 8

High Turnover Classifications
Warm Springs State Hospital
1973

<u>Current Classification</u>	<u>Total Termin- ations</u>	<u>Total in Class</u>	<u>Percent of Turnover</u>	<u>Current Salary² Minimum</u>	<u>Current Salary² Maximum</u>	<u>Reclassified Job Title³</u>	<u>Grade</u>	<u>Step 1</u>	<u>Proposed Salary⁴ Step 8</u>
Activity Aide I	6	4	150	428	520	Recreation Aide	7	521	685
Beautician I	3	2	150	462	562	Cosmetologist	9	627	825
Clerk Typist I	10	2	500	412	500	Clerk Typist I	4	395	519
Alcoholic Counselor I	4	3	130	541	658	Counselor, Addictive Disease I	11	755	993
Alcoholic Coun- selor Trainee	3	2	150	480	584	(Classification deleted)			
Food Service Worker I	25	9	278	412	500	Food Service Worker II	6	475	625
Institutional Instructor	4	3	133	743	907	(Not determined)			
Lab Technician I	3	1	300	480	584	Lab Technician I	9	627	825
Laundry Worker I	17	12	142	412	500	Laundry Worker II	6	475	625
Laundry Worker II	5	5	100	444	541	Laundry Supervisor I	8	572	752

Table 8 - continued

High Turnover Classifications
Warm Springs State Hospital
1973

<u>Current Classification</u>	<u>Total Terminations</u>	<u>Total in Class</u>	<u>Percent of Turnover</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Reclassified Job Title³</u>	<u>Grade</u>	<u>Step 1</u>	<u>Step 8</u>
Licensed Practical Nurse I	17	28	61	480	584	Licensed Practical Nurse I	9	627	825
Pharmacist	3	1	300	981	1,201	(Not determined)			
Psychiatric Aide I	347	194	179	428	520	Psychiatric Aide I	7	521	685
Psychiatric Nurse II	6	5	120	743	907	Psychiatric Nurse II	13	909	1,195
Secretary II	5	3	167	562	686	Secretary II	8	572	752
Social Worker I	5	6	83	686	838	Social Worker I	11	755	993
Social Worker II	2	1	200	743	907	Social Worker II	12	828	1,089
All Classes	566	708	80						

¹ Turnover data from unpublished Department of Institutions sources.

² Salary data from unpublished Department of Institutions, "Compensation & Classification Plan," effective 7/1/74.

³ Reclassified Job Titles from Department of Administration, Personnel Division, Classification Manual, Volume 1: Statewide Inventory.

⁴ Proposed salaries from salary schedule recommended by the Department of Administration, October 15, 1974.

The patient areas are crowded and understaffed. Understaffing not only degrades the level of patient care but also has a detrimental effect on the employees' morale. The large number of physical injuries to the personnel at WSSH is attributed largely to the critical understaffing of the wards. Only a quarter of the employees in the nursing services area are male; therefore, women often have to be used in situations involving violent patients where men would be preferred. Interviews with male attendants in the medium security area indicated they also are understaffed to handle the violent patients they care for in a cell-block-type of ward.

In addition to the fear of personal injury, employees are faced with the mental or physical strain created by the very nature of their jobs. The patients at WSSH are either mentally retarded, senile, psychotic, or afflicted to some extent by a mental, emotional, or behavioral disorder. Caring for these patients is a mentally and physically demanding job, which is further aggravated by understaffing, absenteeism, and the run-down facilities and equipment.

Salary. As with all the other institutions, low salary is the most frequent complaint voiced by employees. Recruiting efforts at WSSH encounter the same obstacles as the other units: low starting salaries, poor patient-staff ratios, poor physical facilities, lack of housing, and travel expense.

In some occupations, such as nursing, the starting salaries are comparable with other areas in Montana, but are not sufficient to compensate employees for the other expenses they incur in working at the institution or for the less than desirable working conditions.

WSSH is also competing for employees in a high-wage labor market area, as mentioned earlier. The institution finds itself unable to

compete against the private firms in the area when those firms are offering much higher wages, better benefits, and more appealing jobs.

Housing and Services. WSSH has 121 on-grounds housing units for approximately 123 of its employees. The quality ranges from very good housing for the administrators and medical staff, to converted World War II Victory Homes for the lower-paid staff. No housing on the grounds is available for single women. The institution has an agreement with the labor unions allocating housing first to doctors, then to emergency staff (craftsmen and physical plant workers), and finally to other employees on the basis of seniority.

Private housing has not developed in the immediate area of the hospital. Therefore, most employees commute from the following locations:

	<u>Number of Employees</u>
Anaconda	417
Butte	188
Deer Lodge	60
Opportunity	26
Ramsey	10

The above data, furnished by the WSSH personnel office, includes approximately 100 terminated 1974 summer employees. Nevertheless, the figures do indicate the pattern of residence. Housing in Anaconda and Butte has been limited but more is expected to become available in the near future. Several large housing developments have been started or are in the final planning stages including a 60-unit apartment complex and a 100-unit mobile home park in Anaconda.

Employees living at WSSH are dependent upon Butte, Anaconda, and Deer Lodge for goods and services.

Transportation. Approximately 80 percent of WSSH employees commute from neighboring communities.

<u>Round-Trip Distance to Warm Springs from:</u>	<u>Miles</u>
Anaconda	22
Butte	42
Deer Lodge	36
Opportunity	10
Ramsey	26

The employees who commute work ten different shifts, although most work on the three major shifts of the day.

Bus systems have been operated for short periods in the past to serve employees of WSSH but have not been continued because of funding problems or lack of profit to private operators. The employees generally favored the concept of a busing system but found fault with previous systems over the following points: pickup points were too far from homes; schedules were not kept; only the major shifts were served; and the time spent travelling was two or three times as much as by auto. Employees are currently using car pools extensively to cut transportation costs.

Cultural and Recreational Facilities. As in the case of Galen State Hospital, there is no community adjacent to the WSSH to provide any type of cultural, recreational, or educational services to the employees. Fortunately, Butte and Anaconda are within easy driving distances and can provide diverse facilities and services such as libraries, theatres, a museum, bowling alleys, golf courses, and cultural and educational programs from the College of Mineral Science and Technology. However, transportation does add to the cost of using these facilities, particularly for those employees living on-grounds.

Montana Children's Center, Twin Bridges; and
Mountain View School, Helena

Employment Situation

The Montana Children's Center and the Mountain View School are presented together for a comparison of their similarities and differences.

The Montana Children's Center (MCC) is located in Twin Bridges and is basically a school for orphaned and neglected children. The school cares for 50 to 80 children, depending on the time of year, and has an authorized staff of 80 employees. Table 9 indicates that the overall turnover rate for 1973 was 49 percent, with Group Life Counselors and Social Workers accounting for 24 of the 36 turnovers. Vacancies are not a problem for the institution although they may leave some positions open temporarily when the student population drops seasonally.

The Mountain View School (MVS) is located eight miles from Helena and, with a staff of 63 employees, cares for about 60 problem girls. The overall turnover rate for MVS was 59 percent in 1973 (table 10). Group Life Counselors and Social Workers created 16 of the 32 turnovers. Vacancies at MVS usually are not hard to fill.

For both institutions, turnover in certain occupations is the major employment problem.

Socioeconomic Factors

Working Conditions. Both institutions have the atmosphere of a private school. The grounds are pleasant and the buildings suggest a campus environment. New construction and remodeling programs are evident, with the oldest of the buildings either not in use or being renovated.

Table 9

High Turnover Classifications
Montana Children's Center
1973

Current Classification	Total Terminations ¹	Total in Class	Percent of Turnover	Current Salary ²		Reclassified Job Title ³	Grade	Proposed Salary ⁴	
				Minimum	Maximum			Step 1	Step 8
Food Service Worker I	4	4	100	412	500	Food Service Worker II	6	475	625
Group Life Counselor I	17	29	59	428	520	Cottage Life Attendant I	7	521	685
Group Life Counselor III	3	5	60	500	608	Cottage Life Attendant III	9	627	825
Social Worker I	4	2	200	686	838	Social Worker I	11	755	993
All Classes	36	74	49						

¹ Turnover data from unpublished Department of Institutions sources.

² Salary data from unpublished Department of Institutions, "Compensation & Classification Plan," effective 7/1/74.

³ Reclassified Job Titles from Department of Administration, Personnel Division, Classification Manual, Volume 1: Statewide Inventory.

⁴ Proposed salaries from salary schedule recommended by the Department of Administration, October 15, 1974.

Table 10

High Turnover Classifications
Mountain View School
1973

Current Classification	Total Terminations ¹	Total in Class	Percent in Turnover	Current Salary ²		Reclassified Job Title ³	Grade	Proposed Salary ⁴	
				Minimum	Maximum			Step 1	Step 8
Cook I	3	4	75	480	584	Cook I	7	521	685
Group Life Counselor I	14	17	82	428	520	Cottage Life Attendant I	7	521	685
Social Worker I	2	2	100	686	838	Social Worker I	11	755	993
Transportation Officer	2	1	200	462	562	Transportation Officer I	9	627	825
Watchman	8	3	267	428	520	Security Guard III	8	572	752
All Classes	32	54	59						

¹ Turnover data from unpublished Department of Institutional sources.

² Salary data from unpublished Department of Institutions, "Compensation & Classification Plan," effective 7/1/74.

³ Reclassified Job Titles from Department of Administration, Personnel Division, Classification Manual, Volume 1: Statewide Inventory.

⁴ Proposed salaries from salary schedule recommended by the Department of Administration, October 15, 1974.

Most of the students have emotional or behavioral problems and frequently "act out" situations to the point of violence, which sometimes results in injury to employees. The direct-care personnel are responsible for supervising approximately ten students each and for organizing their activities during the nonschool hours of the day. Both institutions run schools on the grounds for the students.

Salary. The administrators at the two schools attribute the high turnover to the low salaries paid in their direct-care and food-service positions. The Group Life Counselors also are required to maintain an example in dress and therefore have extra expenditures for clothing.

Housing and Services. The two institutions differ as to the availability of housing and services. MVS is located at the edge of Helena and has a large population area from which to attract employees, supply housing, goods, and services. Housing at the institution is not a major factor due to the proximity of Helena. Most employees attracted to MVS are already located in Helena and are working to provide a second income to their families. MVS has four housing units on-grounds for emergency personnel.

MCC is located in Twin Bridges, Montana, a town of 613 people (1970 Census, including 68 in the institution). About 80 percent of the MCC employees live in Twin Bridges or Sheridan (a nearby town of 636 people, 1970 Census). Fifteen employees commute from the following towns to MCC:

	<u>Number of Employees</u>
Alder	4
Whitehall	4
Silver Star	5
Dillon	2

Housing and services are limited in Twin Bridges and Sheridan because of their small populations. The closest sources for many goods and services are Dillon and Whitehall. MCC has ten housing units on-grounds for employees which are used to house emergency staff and as a recruitment incentive.

Transportation. Transportation is not a major problem for the Mountain View School. A commuting distance of eight miles is not exorbitant for an urban area, although adverse road conditions in the winter do cause a certain amount of absenteeism. Employees live in various sections of the valley and have formed car pools where it is convenient.

Transportation for Montana Children's Center presents a different problem. With the exception of Sheridan, which is nine miles from Twin Bridges, the distances to neighboring towns are around twenty to twenty-five miles. MCC recruiters have found that potential employees in those towns are reluctant to commute, particularly under winter conditions. The small number of employees currently commuting from those towns also makes any type of busing system unfeasible.

Cultural and Recreational Facilities. MVS has the benefit of being situated next to one of the largest cities in Montana with numerous cultural or recreational facilities available, such as the Montana Historical Society library and museum, the state capitol building, theatres, the civic center, Readers Alley, and sports facilities.

MCC, like several other of the institutions, is located in a small town and has a very limited number of facilities for cultural and organized recreational activities; but, as in most small towns in Montana, it abounds in outdoor recreation opportunities.

IV

SUMMARY OF FINDINGS

The employment problems and underlying socioeconomic factors discovered at the six institutions are basically very similar. Salaries have not been high enough in the past to attract stable, career-minded employees. In recent years turnover, vacancies, and absenteeism have increased, resulting in understaffed conditions. Understaffing degrades the working conditions and morale because of high patient-attendant ratios and inadequate maintenance and support efforts. With higher turnover rates, the level of training and experience possessed by the direct-care personnel is decreased, degrading the level of patient care.

As inflation increases, real incomes drop, and factors such as the cost of housing and transportation become critical to the lower-paid employees. With undesirable working conditions added to the picture, hundreds of employees each year decide that the salary they receive is not sufficient for them to wish to retain their jobs. The general situation is aggravated at GSH and WSSH by the proximity of a high-wage labor market.

The review of population and labor force in the area indicates that a sufficient number of workers are potentially available to satisfy the institutions' needs. This conclusion is supported by the fact that in 1973 almost 1,400 employees terminated from the six institutions while vacancies remained relatively constant. In other words, cutting the turnover rate in half would have provided more than enough employees for the six units. Therefore, it is our conclusion that efforts should

be made to retain the current work force, upgrading it through in-service training and more selective requirements for replacements, rather than expending efforts in encouraging potential employees to locate in the institutional area by the state providing various sorts of supplemental benefits.

It also appears to this observer that a lack of communication between the Department of Institutions office and the administrators of the units, and between the unit administrators and the employees, has also contributed to the current employment problem. Stabilizing the turnover and opening up channels of communication, both up and down the organization, should improve this situation.

Each of the socioeconomic factors identified in the previous section has been reviewed with the objective in mind of reducing the turnover rate to a point where the institutions can begin upgrading the skill and competence of their staffs and hence the level of patient care. Our recommendations follow.

RECOMMENDATIONS

Salary

Salaries should be raised for institutional employees to levels comparable with the private sector, taking into account the extra psychic and physical requirements for many of the institutional classifications. A uniform system for monitoring turnover and vacancies in all of the institutions should be implemented to provide adequate information for management action. To increase compensation in areas where extremely high turnover persists, grade levels should be adjusted, or bonus systems for staying on the job should be considered.

It is very difficult to determine how much increase is required to reduce turnover and achieve an equitable pay plan. A first attempt has been made in the statewide reclassification to establish pay levels at comparable levels with the private sector. Of course, adjustments and revisions will be required to achieve this objective. Across the board increases for all institutional employees is an ineffective way to achieve pay equity, since the relationships of current pay to work requirements is out of alignment among job classifications. Percentage or equal-dollar increases will perpetuate the basic inequity of pay within the institution.

Supplemental pay benefits such as shift and work area differentials are not recommended at this time. A detailed study would be required to devise an equitable system of pay differentials to compensate employees for working inconvenient shifts or in unpleasant duty areas. We did not discover any consensus among employees as what appropriate

differentials would be or, in fact, to which shifts they should be applied. Compensation for hazardous or undesirable working environment was incorporated into the reclassification of positions prepared by the Personnel Division. Revision of the classification of certain undesirable positions may be necessary to achieve adequate compensation for those employees if the high turnover trend continues.

Housing and Services. We believe that the Department of Institutions should not embark on a building program to provide employee housing or trailer parks at the institutions beyond the requirement to house emergency staff personnel on the grounds. Uniform policies for determining the necessary emergency staff for each institution and for allocating any remaining on-grounds housing to employees on an equitable basis should be developed and instituted by the Department of Institutions. The fair market rental value and utility cost of each housing unit should be determined by an outside agency and charged to employees who desire to live on-grounds. (Discounts could be granted to employees who are required to live there for the benefit of the institution.) Commissary privileges and allowances, free meals, and meals below cost now provided by the institution should be discontinued, with the exception of one free meal per shift for the mutual convenience of the employees and the institutions.

The employees and the community will be better served in the long run by providing the employees with a sufficient salary to purchase goods and services as they see fit. The indications from all the communities around the institutions are that the private sector will respond quite rapidly to the demand for housing and other services when the consumers have the financial resources to pay for the services.

In that way the employees will become part of the local community, their property will become part of the local tax base supporting local governmental services, and the social gaps between the institutions and the local communities can be narrowed.

The preferences expressed by employees were predominately in favor of private housing in the local communities, rather than being "provided for" by the state institution. Most employees interviewed would rather live away from their place of work and not in an institutional environment.

The system of supplemental benefits, such as free and low-cost housing, limited and unlimited commissary privileges, and free meals, as now provided to certain groups of employees are not equitable to all the employees of the institutions and should either be extended to all employees or be discontinued.

Transportation. The individual institutions should develop emergency transportation plans for busing employees to work in cases of severe winter conditions where a sufficient-sized staff would not otherwise report to work. Due to the dispersed locations of employees from the institutions, the many varied shifts they work, and the fact that not all employees need extensive transportation services, we feel that direct subsidies to commuters or a transportation system for the major institutions, as proposed by the Department of Institutions, will result in inequitable benefits to the employees and a costly project for the state.

As in the case of housing, a more equitable and efficient solution is to expend that money increasing salaries of all the employees, rather than establishing benefits for only certain groups of employees.

Cultural and Recreational Facilities. The cultural and recreational facilities of an area are not major determinants affecting the employment of the residents within the area, but may have a large effect on the area's ability to entice potential employees to move to the area. To attract additional employees to an area with limited cultural and recreational facilities, the institutions must pay a high enough salary to offset the higher cost of transportation for the employee and his family to travel to regional areas where the desired services are available.

The comparison of Mountain View School at Helena and the Montana Children's Center at Twin Bridges indicates that the two institutions are very similar except for the availability of goods, services, and cultural and recreational facilities in the immediate area of the institution. Yet MCC, the institution located in the small community with limited services, had the lower turnover rate of the two for 1973. We conclude that the cultural and recreational facilities of an area are relevant to the employment problems of the institutions when it is necessary to attract workers from outside the locality to relocate at the institution. As long as the employees are adequately paid to enable them to commute from an area with better attributes, or can travel to a nearby area to obtain services, the cultural and recreational facilities in the immediate area of the institution will not greatly affect employment.

Working Conditions. The working conditions must be improved at the Institutions, particularly for the direct-care personnel. Lowering the turnover rates and filling vacancies will make immediate improvements, since understaffing is a major cause of the poor morale and

run-down facilities. Programs to renovate the physical facilities in the direct-care areas should be accelerated.

The turnover rate in the direct-care areas will probably always be higher than the support of administrative areas because of the inherent nature of the jobs and the emotional strain which accompanies them. However, adequate salaries, adequate staffing, and improved facilities should go a long way in reducing the exorbitant turnover rates now being experienced.

Closely allied to working conditions are training and career opportunities for employees. In-service training programs should be expanded to increase the proficiency level of the direct-care staff. Possibilities exist for utilizing the resources of the state university system for training programs for employees at the institutions. Out-of-service training for employees at short courses to gain specific skills and work-related knowledge should be pursued. Career ladder or upward mobility programs must be developed to allow employees to expand their opportunities and progress to positions of higher responsibility and pay.

Summary of Recommendations

1. Increase institutional salaries sufficiently to reduce turnover and vacancy levels to tolerable levels.
2. Institute a uniform system for monitoring turnover and vacancies in all of the institutions.
3. Adjust grade level classifications or implement bonuses to increase compensation in areas where extremely high turnover persists.
4. Develop equitable policies for the allocation of institutional housing and meals which do not favor certain classes of employees.

5. Encourage institutional cooperation in the development of housing, services, cultural and recreational facilities by private firms and local government in the communities serving the institutions.
6. Develop emergency transportation plans for each institution.
7. Accelerate programs to renovate or, where more feasible, replace institutional facilities.
8. Develop in-service, out-of-service, and career ladder programs to increase the employee proficiency and create career opportunities within the institutions.

